DOCUMENT RESUME

ED 449 978 SE 064 440

AUTHOR	Spears, Alan
TITLE	Cultural Diversity and the National Parks: Working Together for Change. The National Parks Community Partners Program.
INSTITUTION	National Parks Conservation Association, Washington, DC.
PUB DATE	2000-10-00
NOTE	49p.; Roger DiSilvestro, Francisco Morales-Bermudez, Jim Pissot, and Miki Crespi helped to write portions of the guidebook.
AVAILABLE FROM	National Parks Conservation Association, 1300 19th Street, NW, Suite 300, Washington, DC 20036; Tel: 202-223-6722; Web site: http://www.npca.org.
PUB TYPE	Guides - Non-Classroom (055)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	Community Involvement; *Cultural Differences; Elementary Secondary Education; National Parks; Park Design; Science Education
IDENTIFIERS	*National Park Service

ABSTRACT

This guidebook was developed to assist in the creation of partnerships. It discusses some of the best practices and lessons learned in the program's first year, and gives novice community-based organizers a sense of how effective partnerships can be formed. The guidebook will help the more experienced organizers of National Park Service employees in five areas: (1) thinking about techniques for organizing effective coalitions of government and non-government individuals; (2) providing practical tips on where to go to find, recruit, and hire more diverse applicants; (3) creating methods to bridge cultural and bureaucratic gaps that may hinder the formation of effective alliances; (4) understanding the reciprocal nature of the relationship between the park service and the community; and (5) providing a basic format for establishing, building, and sustaining a partnership. This guidebook provides information to help assess the need for community partnerships and best practices for getting started. It also examines strategies for recruiting, fund raising, developing media relations, and promoting partnerships. Employment opportunities for park service personnel are outlined. (SAH)

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The National Parks
Community Partners Program

CULTURAL DIVERSITY AND THE NATIONAL PARKS

◆

Working Together for Change

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To Protect and Enhance America's National Park System for Present and Future Generations

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The National Parks
Community Partners Program

CULTURAL DIVERSITY AND THE NATIONAL PARKS

◆

Working Together for Change

Protecting Parks for Future Generations

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A journey of a thousand miles begins with a single step.

– Lao Tzu

Acknowledgments

We wish to thank all of the people who have helped to support and develop this project. Both the National Parks Conservation Association (NPCA) and the National Park Service have assisted the development of cultural diversity initiatives in their organizations, leading when others did nothing. NPCA staff members Roger DiSilvestro, Francisco Morales-Bermúdez, and Jim Pissot helped to write portions of the guidebook, as did Dr. Miki Crespi of the Park Service. Alan Spears rewrote the guide, transforming it into the manageable and readable format before you. Linda Rancourt and Bill Updike edited the guide. We would like to extend a special thank you to our friends in Hawaii who taught us the true meaning of the word "Aloha." Your efforts will be forever appreciated. We would especially like to acknowledge members of the National Parks Community Partners Program, the actual dreamers, doers, and innovators, without whom this effort would not have been possible. We thank you all!

Sincerely,

Iantha Gantt-Wright
Director
Diversity Program, NPCA

Emilio N. Williams
President
The Koi Group

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The Commitment

It's the action, not the fruit of the action that's important. You have to do the right thing. It may not be in your power, may not be in your time, that there'll be any fruit. But that doesn't mean you stop doing the right thing. You may never know what results come from your action. But if you do nothing, there will be no result. Be the change you want to see in this world.

– M. K. Gandhi

KARI SPEARS

The National Parks Community Partners at the Algonkian Retreat in Sterling, Virginia.

NPCA and NPS Cultural Diversity Initiatives

Under the leadership of President Thomas Kiernan of the National Parks Conservation Association (NPCA), and Director Robert Stanton of the National Park Service (NPS), both organizations have embarked upon bold initiatives to engage people of color as park users, park advocates, and constituents of the Park Service. At NPCA, such efforts have included the National Parks Community Partners Program, the "Peopling of America" project, which seeks to identify sites in addition to Ellis Island where immigrant populations entered the country, and a leadership role in the support and passage of the Underground Railroad Network to Freedom Act. The Park Service supports the community partners program and has increased recruitment and outreach to communities of color and launched the groundbreaking Cultural Resources Diversity Internship Program. Together, NPCA and the Park Service are working to enhance cultural diversity by engaging the full spectrum of the American public in park awareness, protection, proper use, and advocacy.

Let me give you a word on the philosophy of reform. The whole history of the progress of human liberty shows that all concessions yet made to her august claims have been born of earnest struggle.... If there is no struggle, there is no progress.

– Frederick Douglass

Introduction

The Importance of the Issue

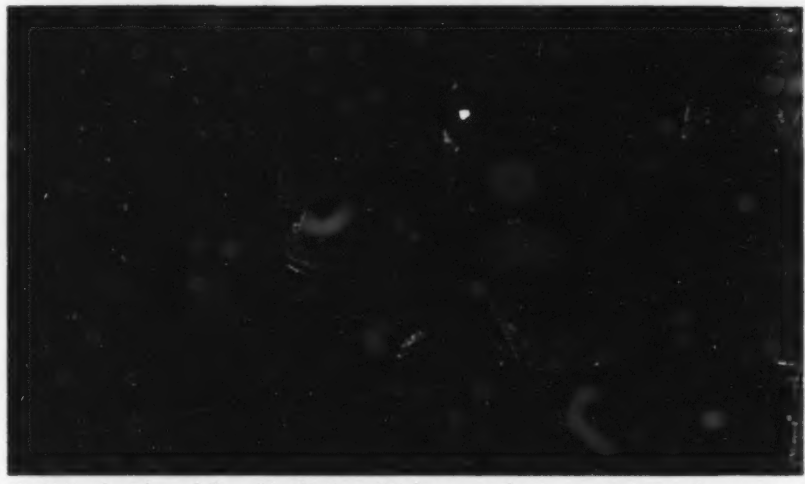
Although the National Park System has been called one of the best ideas America ever had, it has yet to fully reflect the cultural and historical diversity of the United States. Recent surveys have shown that people of color remain largely absent from the national parks as visitors, subjects of interpretation, supporters, and contractors. And the Park Service itself has yet to diversify its ranks in a manner that represents the nation's changing population. As a federal agency, the Park Service is charged with maintaining the natural and cultural resources of the United States for all—not just some—Americans. Still, there is a more pressing reason to be alarmed.

By the year 2050, people of color will constitute nearly 50 percent of the U.S. population. If current trends continue, the Park Service runs the risk of becoming irrelevant to and out of touch with a growing segment of the population. Failing to engage and develop this constituency is a mistake the nation cannot afford to make.

In the early years of the 21st century, many threats confront the National Park System, which can only benefit from an expanded constituency. Yet, if people of color remain strangers to the park system and the Park Service, they cannot be expected to serve as advocates when the parks face future threats. Enhancing cultural diversity is a crucial first step toward ensuring that the parks have the support they need for the future.

If the lack of diversity were merely a matter of lack of interest in history, culture, and the natural world, we would not need partnerships, diversity initiatives, or a guidebook. Our organizing efforts—from Boston to San Francisco, from Brownsville to Detroit—have revealed other, more troubling, reasons for a lack of participation. Many of the people of color that we've met have spoken about barriers that they feel prevent them from fully enjoying the resources of the Park Service and the National Park System.

Some barriers may be perceived, for instance, the belief by some that the national parks are enclaves for the elite, or places filled with dangerous animals, plants, and people. Some barriers are all too real, such as a lack of transportation, limited finances, and a sense that some parks do not have relevance to people's lives. Long-time park enthusiasts may dismiss such concerns, but these impediments must be acknowledged, addressed, and overcome before true diversity can be achieved.



NPCA's Sandra Adams, left, and Iantha Gantt-Wright present the Community Partners' recommendations for enhancing diversity to NPS Director Robert Stanton.

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NPCA's Alan Spears with NPS' Liza Stearns at Cumberland Island.

The National Parks Community Partners Program

NPCA launched its diversity program in 1995 as a direct response to legislation that would have created a politically appointed commission with the authority to decide which national park sites were worthy of "national park" status. More than 200 of the more than 370 units at the time were targeted for review. Many of the threatened units had some relevance to urban and diverse communities. As NPCA worked to defeat the bill, the general lack of awareness of and connection to the Park Service on the part of people of color became strikingly apparent.

As a result, NPCA began to develop strategies to increase the awareness of national parks, the Park Service, and park advocacy among people of color. A panel was formed to investigate, and, on its recommendation, the *America's Parks—America's People: A Mosaic in Motion* conference was organized.

It was the first national conference to focus on the challenges of race and diversity in America's national parks. More than 500 participants from a variety of backgrounds and cultures attended. Prominent among the many concerns addressed at the conference was the apparent disconnect between the national parks and communities of color.

In response to the conference, NPCA created the National Parks Community Partners Program. The program's objectives include making the park system available to a wider range of the American public and enhancing values of park advocacy and awareness in communities of color. The first five community partners groups were established in Boston, Washington, D.C., Miami, San Francisco, and Los Angeles in 1999.

Each of the partnerships is a bottom-to-top approach to community organizing and park advocacy. NPCA works to link parks and communities within a shared region and helps to identify common concerns and shared resources. The partners then decide which issues to focus on and what sort of a relationship they'd like to form between themselves and the parks in their area.

The end results are that lasting and effective partnerships are formed, substantive, positive change is initiated, and the constituency for park advocacy is increased.

Definition of "Partners"

For the purposes of this guide, a partner is anyone interested in and excited about working to create more opportunities for people of color in the parks and within the Park Service. Potential partners need no professional or technical experience, but must be willing to devote their time, energy, and creativity.

The Purpose of This Guidebook

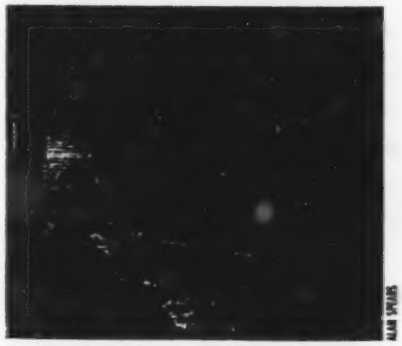
Now active in five cities, the National Parks Community Partners Program will continue to expand. This guidebook was developed to assist in the creation of partnerships, especially those that may start independently of established programs and NPCA. It contains some of our best practices and lessons learned in the program's first year and should give novice community-based organizers a sense of how effective partnerships are formed.

The guidebook will help the more experienced organizers or Park Service employees:

- Think about techniques for organizing effective coalitions of government and non-government individuals.
- Provide practical tips on where to go to find, recruit, and hire more diverse applicants.
- Create methods to bridge cultural and bureaucratic gaps that may have hindered the formation of effective alliances.
- Understand the reciprocal nature of the relationship between the Park Service and the community and why neither can move ahead successfully without the other.
- Provide a basic format for establishing, building, and sustaining a partnership.

The guidebook provides information to help assess the need for a community partnership and best practices for getting started. It also examines strategies for recruiting, fund raising, developing media relations, and promoting the partnership.

The guidebook also outlines employment opportunities with the National Park Service for those in the community and recruitment opportunities for Park Service personnel. The guidebook is not meant to provide in-depth answers to all of the questions that might arise about organizing a collaborative effort between parks and communities. Rather, it is an honest assessment of our organizing experiences through the first stages of our program, warts and all. We hope you find it useful.



San Francisco Program Coordinator Patricia Barthoud talks with NPCA's ShaKing Alston at Cumberland Island.

San Francisco Partner Otis Parrish, left, and Washington, D.C., Partner Garland Christopher together at Jekyll Island, Georgia. All of the Community Partners' groups gathered in January 2000 for a six-month evaluation of the program.

PART 1.

Creating, Building, and Sustaining Community Partnerships

This section outlines the basic issues and strategies for beginning and maintaining a successful community partner group. You can use the lists and suggestions here to start and maintain an active and energetic group.

Creating the Partnership

In the initial stages of partnership formation, it may fall to one person to do most of the work. Some of our most successful partnerships have contained a core of dedicated people who shared the workload; however, be prepared to carry much of the burden yourself, at least in the beginning.

Assessing the Need

To assess your community's need for a Community Partners Program, ask a few basic questions.

From a community perspective:

- Are the national park sites in your region good natural, cultural, recreational, or historical resources for the community?
- How widely known and how well used are those sites by the people in the community?
- What are the programs, services, and opportunities offered by your local parks?
- How can those programs, services, and opportunities benefit your community?
- Is the community challenged by a lack of contact with park officials?
- What can you do to become a better advocate for the park and to make the park a better, more relevant place for the community?
- Do the local parks accurately reflect and interpret the history and contributions of diverse populations?
- Do all members of the community "feel welcome" visiting the parks?

From a park perspective:

- Is my park challenged by a lack of contact with the community?
- Does the park have more visitors from outside the United States than from right around the corner? If so, why?
- Could outreach efforts increase park use in beneficial ways and broaden the constituency of park advocates?
- Have members of the community attempted to form a partnership with your park? If so, how successful have those efforts been?

Answers to these questions will help you assess the need for and relevance of a community partnership. Remember that the Park Service is a dynamic organization and that no two park sites are likely to run the same programs in quite the same manner. Some parks may lack basic outreach initiatives, whereas others may have advanced programs and strong ties to their communities. It should be noted that no approach to enhancing cultural diversity is 100 percent perfect. The key to organizing an effective partnership is to identify some specific local or regional needs and find a positive way to make things better.

From left: Emilio Williams, ShaKing Alston, Francisco Morales-Bermúdez, and Iantha Gantt-Wright.

When we speak of the Park Service engaging communities of color, we need to acknowledge the unique historical and bureaucratic relationship between American Indians and NPS. Many of today's most valued national parklands were originally home to American Indian populations. Too often, these indigenous people were forced off their lands by European encroachment or military campaigns. Often, as was the case with LaFayette Bunnell, an early advocate for the creation of a national park in Yosemite Valley, early conservationists mixed their love of wild places with a harsh racism and lack of regard for American Indians. To gain a better understanding of the history of Native Americans and national parks, read Robert H. Keller's *American Indians and National Parks*.

Arranging the First Meeting

Once you've determined the need for a partnership, the next step is to arrange the first meeting. The National Parks Community Partners Program used the *Mosaic in Motion* conference as a platform to recruit members for the groups in San Francisco, Los Angeles, Miami, Washington, D.C., and Boston. If you cannot host a large event that draws hundreds of activists, we suggest that your recruitment strategy draw from the following:

- Make contact with individuals already involved in some form of community or park-related activism. Neighborhood, town, or city council members, leaders in the faith communities, student groups, senior groups, and outreach agencies (United Way, the Boys and Girls clubs, NAACP, Council of Latino Agencies, etc.). Post notices at meeting places and in community newsletters. Even if your initial contacts fail to join your partnership, they are likely to know someone "just right" for your group.
- Identify all the national park sites in your region—within three to four hours' driving time or within state boundaries. You're likely to find a mix of cultural and natural park sites, some urban, some rural. Consult your *National Parks Index* or go to the NPS web site at www.nps.org to create a complete list of park sites and features in your area. You can also contact NPCA for assistance. The objective is to identify the Park Service personnel most likely to play a role in your partnership. The superintendent, site manager, community outreach liaison, education specialist, and human resource officer should all be on your list.
- Talk to just about everyone you encounter about your intentions. Word of mouth, even in the age of instant communication, can be a very effective tool for recruitment. Don't be reluctant to engage the passerby.

Be sure to save names, titles, affiliations, addresses, and phone numbers as you go. Keep the information in some easily retrievable format. Once you have a mailing list with a good representation of the diverse communities in your area, set the date, draft a letter of invitation, and send it out. A good letter of invitation should include:

- Your name and contact information.
- A concise statement of the issue(s) and the context: what is the significance of enhancing cultural diversity?
- An appeal to the interests of the audience: what's in this for them?
- The date, time, and location of the meeting (always include detailed directions).
- An agenda.
- An RSVP date.

Keep your organizing efforts simple. Your first meeting can consist of four, 14, or 40 people. Remember: The goal is to generate a list of people to invite to a preliminary meeting. You do not need hundreds of names or guaranteed participation from everyone on your list for this first gathering to succeed.

Setting up the First Meeting

Your first meeting need not run longer than a few hours.

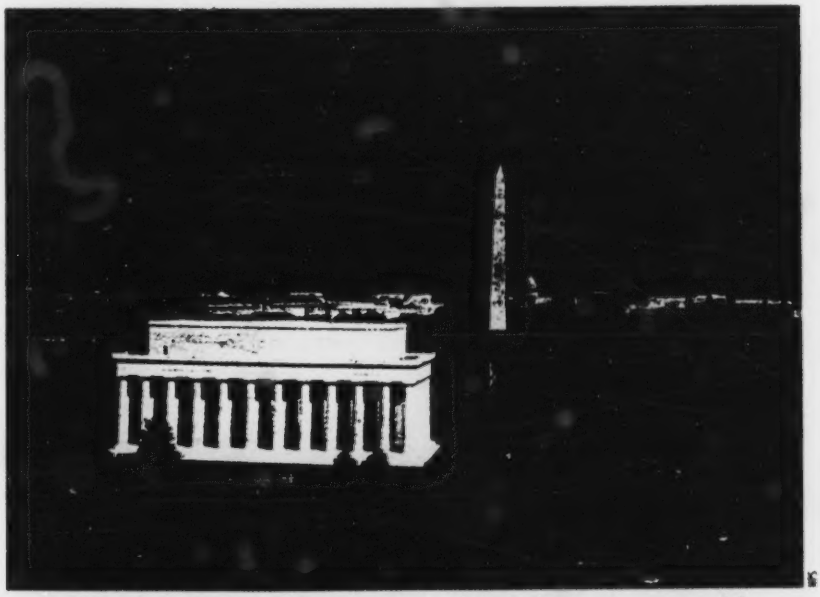
- Pick a date and reserve a room at a central location. Library conference rooms, church basements, park headquarters, or donated space from companies and nonprofits will all suffice.
- Be prepared to lead or prompt the discussion. Have articles on cultural diversity and the Park Service on hand for your guests (see the Bibliography, or request copies of pertinent articles from the Enhancing Cultural Diversity Program at NPCA). Be able to articulate your concerns but be equally open to listening and addressing the concerns of others. Ask one of your guests to take legible and complete notes of the discussion.
- Provide a flip chart to record ideas and issues.
- Identify and list shared visions and concerns. You can figure out how to achieve or address them later.
- Encourage full participation to ensure ownership of outcomes by all members of the group.
- Come to some sort of closure. Make every effort to cultivate a sense of common concern among your group—some shared belief in the significance of cultural diversity that will keep people coming back.
- Expand your list of contacts by getting a commitment from this core group to bring friends and colleagues to future meetings.
- Set the date for a second meeting.
- Send out follow-up packets with meeting notes, the next agenda, and directions to the next meeting location in a timely fashion. Follow up that mailing with phone calls.

The community partners program meetings are generally held once a month. Although planning for specific activities may require more frequent sessions (with times, locations, and agendas established well in advance), monthly sessions seem to be the most convenient. Discuss what sort of schedule works best for your group, and be willing to modify your routine to accommodate new members.

OFFSETTING COSTS:

To limit operational expenses in the formative period, always look for free or "in-kind" services. If funding for logistical support is not immediately available:

- Hold meetings at the public library or a private home to avoid rental fees.
- Establish contacts with businesses, clubs, or nonprofits that may be willing to cover (in part or in full) the cost of your photocopying, postage, and refreshments.
- Work with your NPS partners to hold meetings at national parks as long as transportation and access will not present insurmountable challenges.



A view of the Lincoln Memorial in Washington, D.C., with the Washington Monument and the Capitol in the background.

D.C. Partners

D.C. Partners Ayaka Uchida, Iantha Gantt-Wright, Janet Braxton, Emilio Williams, and Shaka Thorne at the "Parks and Communities" event in May 2000.

The Kiamsha Youth Organization Network to Freedom Singers perform.

D.C. Partners plant trees at Anacostia Park during the May 20th event.

Coalescing the Group and Formalizing the Process

Before creating a strategic and tactical plan of action, you must craft a set of guiding principles. Think of these as the golden rules of the partnership. Established in the early stages of your program's development, these principles can be invoked to maintain appropriate interaction among members when discussions become heated or interpersonal challenges arise.

Forming a set of guiding principles is easy. At one of your meetings, have the attendees answer the questions, "How do you wish to be treated as a member of this partnership, and how should you treat others in the group?" Have someone list the responses on a flip chart. The Washington, D.C., partners' guiding principles included being an active listener; valuing diversity of cultures, classes, ethnicity, and opinions; and not interrupting when others are speaking.

Type your list and disseminate it to all members. Copies should be placed in outreach and new member packets. Routinely review and update the list as necessary. We'll revisit guiding principles in the section on Relationships and Trust. *(p.18)*

Before you figure out what to do and how to do it, your group might consider drafting a mission statement. This will help you to focus on your goals and move the group forward.

Your mission statement should be a clear, concise articulation that synthesizes the general objectives of your group. For example, the mission statement of NPCA is "To protect and enhance America's National Park System for present and future generations"—simple, concise, and expressive of the goals of the organization.

To determine what your mission statement and partnership goals are, ask your group. Have each person identify, preferably in writing, three concerns about cultural diversity, the Park Service, and the community. Again, it is important that you focus on concerns that you have the power to change. No matter how many people are at the table, experience has shown that you will be able to combine individual interests into a manageable handful of issues. From that short list of concerns will come your mission statement.

When the members of the Miami partnership developed their mission statement, individual members called out ideas that were written down on a large tablet. People added new ideas or amended concepts already on paper. After much discussion and a vote, the Miami partners selected the following mission statement to guide their group:

> *The mission of the Miami National Parks Community Partners Program is to increase community awareness and participation in the south Florida national parks among underrepresented and culturally diverse segments of the population, particularly in regard to park accessibility, park use, park programs, park protection, employment, and decision making.*

Once you've established your mission statement, review the challenges and concerns that your partners identified. Begin to visualize solutions to those problems and create a series of objectives. Then create a work plan that will enable your group to achieve those objectives. A mission statement espouses the overall goals of an organization in fairly broad, perhaps even idealistic terms (e.g., make the world a better place); a work plan deals with the specific components of your programs that must be addressed before anything can be accomplished.

Our experience shows that the development of a mission statement, strategic plan, and the small committees that will push the work forward should occur by the third or fourth meeting. Delaying the development of work plans and overall objectives increases the likelihood that you may lose members who are interested in focused action and results. As new partners bring in additional skills and concerns, you can modify, amend, or change your work plans, and even your strategic vision, as necessary.

GETTING STARTED

- Identify challenges and solvable problems and place them within a context.
- Create a mission statement.
- Visualize solutions to challenges and set objectives.
- Develop work plans to achieve objectives.
- Determine a comprehensive budget that will support your work and objectives.

San Francisco Program Coordinator Bonnie Starnes and Hawaii Partner Herman Kunewa strategize at Jekyll Island.

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Developing a Project Work Plan

Once you've explored a universe of potential things to do, the next step is to decide on a project or set of projects. Begin with the date of the event or the time the project will be completed, and then work backward. Have your group or committee list all of the things members think will be necessary to complete the project on time, right down to the paper clips and marker pens. Be sure to assess the following:

- Itemize what you will need in terms of people, resources, and time to make your event, project, or plan happen.
- Estimate the overall cost in general terms.
- Make sure your time and cost estimates are realistic.
- Focus on creating deliverable goals with clear deadlines for completion.
- Develop contingency plans.
- Make certain the right people are helping you plan. For example, if you're hosting a job fair, the human resources and equal employment opportunity officers of your local parks, as well as community-based employment counselors, should be integrally involved.

Here are helpful hints for organizing efforts:

- Try to pick initial projects that can build confidence, strength, and capacity. For example, hosting an "Enhancing Cultural Diversity" forum for congressional representatives, leading scholars, and nationally known advocates is probably beyond the scope of most newly formed groups. Scheduling a town or neighborhood forum featuring the park superintendent and concerned residents makes more sense. Use the experiences gained in organizing the smaller event to work up to hosting the really big show.
- Be prepared to divide efforts among smaller committees. The smaller groups allow a single partnership to take on several goals at once. In Boston, the relevancy committee developed and hosted a community forum at Lowell National Historical Park; the youth outreach committee designed a summer program in which area kids can work on backlog maintenance projects at a series of national park sites; and the employment committee worked with representatives from two community-based organizations to review the effectiveness of NPS publications and outreach initiatives targeted at communities of color.
- Be prepared to revise your plans as circumstances dictate. The Washington, D.C., partners originally envisioned a celebration of parks and communities that would take place at four different locations simultaneously. Budgetary and personnel limitations required the group to reconsider, and the event was redesigned to take place at just one location. Far from failure, reworking the plans made the event much more manageable by allowing the group to concentrate maximum efforts on one site.

L.A. Partners

ALAN SPEARS

Charles Taylor, Ann Dove, Renee Klein, and Lisa Duardo after a partners meeting at the Los Angeles River Center and Gardens.

ALAN SPEARS

Jeryl Williams leads his colleagues on a hike through the ice plant fields on Channel Islands National Park off the coast of California.

ALAN SPEARS

Lisa Duardo, right, and her son Montana en route to Channel Islands.

EVENT CHECKLIST AND TIMELINE

At some point your partnership will likely organize an event. Whether you host a workshop, park diversity forum, youth summit, job fair, or park visit, consider planning strategies that will make your event run more smoothly. Here's a checklist to help you organize things, especially large-scale events, more efficiently.

In the Beginning - Months Away

- ❑ Choose your location, time, and date, then obtain all necessary permits and insurance.
- ❑ Organize committees to set goals and objectives, and handle the work.
- ❑ Begin to solicit sponsors, especially among local businesses and media outlets.
- ❑ Start fundraising efforts.
- ❑ Think about the outreach and advertising components of your event. Develop a list of media contacts and a schedule for printing and distributing flyers, posters, brochures, videos, public service announcements (PSAs), and publicity events.
- ❑ Contact local politicians and recruit their active support. If applicable, ask the mayor to read a proclamation, moderate the forum, or lead the community service effort.
- ❑ Look for celebrities to endorse your event.

Gearing Up - Months to Weeks Away

- ❑ Begin to specify your agenda by confirming speakers, workshop titles, panelists, exhibitors, entertainment, etc.
- ❑ Designate a media liaison.
- ❑ Meet with community members to explain your intentions and gain their input.
- ❑ Establish a rain date or alternative setting.
- ❑ Work with committee captains to create a structure for reviewing progress and assessing readiness.
- ❑ (Depending upon your location, the time of year, and the demand) Recruit or hire videographers, concessionaires, volunteers, and photographers, and make arrangements for renting portable toilets, tables, chairs, generators, tents, sound system, engineers, sign language interpreters, awnings, and security. Private security firms cost money, but increasingly, local police will expect you to foot the bill for providing officers, especially for large events.
- ❑ Mail or fax a press kit to local media sources.

Two Weeks Out

- ❑ Reconfirm participation of sponsors, donors, entertainers, and volunteers.
- ❑ Secure first aid coverage for your event.
- ❑ Intensify outreach efforts, especially through on-site visits to community groups, schools, and churches.
- ❑ Visit local media and update press releases.
- ❑ Begin hanging posters and distributing flyers.
- ❑ Meet with local officials and police to discuss logistics.
- ❑ Check with your committee members to be sure they have all the miscellaneous items needed: tape, banners, string, staples, name tags, clip boards, marker pens, cell phones, vehicles, etc.
- ❑ Meet with coordinators, committee members, and volunteers to delegate assignments.
- ❑ Consolidate and confirm the agenda.

The Week of the Event

- ❑ Get final verification from committees that everything is in place.
- ❑ Confirm set-up and breakdown and who will be responsible.
- ❑ Send final press releases.
- ❑ Meet on site to go over the physical layout of the event.

The Aftermath

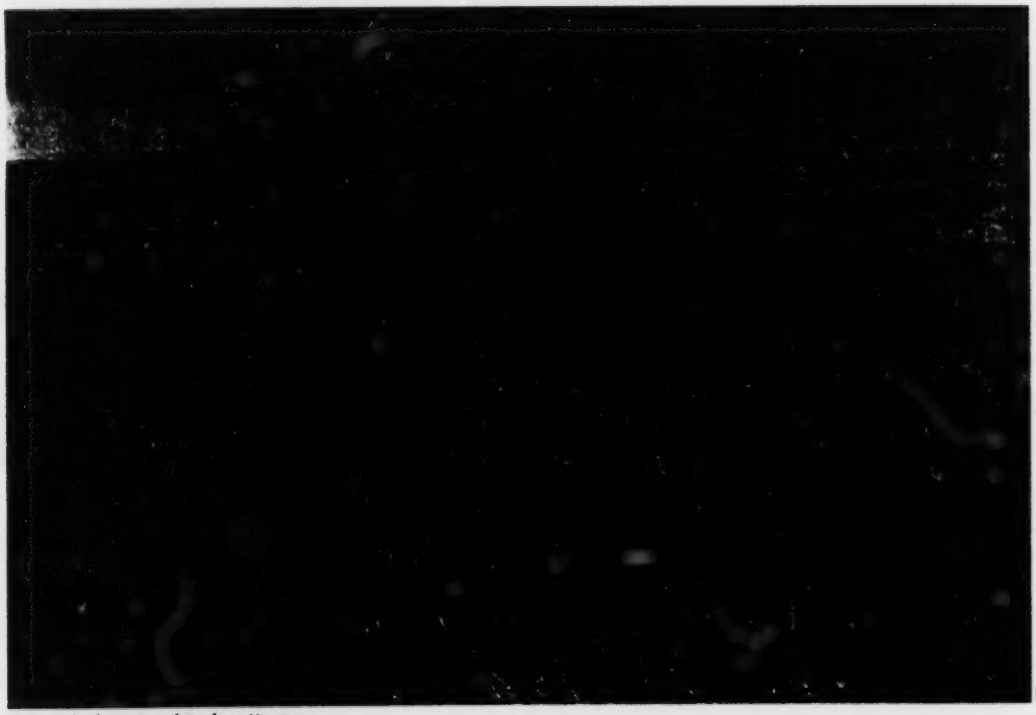
- ❑ Send letters of thanks to all donors and sponsors.
- ❑ Send letters of thanks to all participants and volunteers.
- ❑ Issue a post-event press release to local media and community contacts that describes the size of the event and any achievements (trees planted, money raised, recommendations developed).
- ❑ Meet with the members of your partnership to congratulate and evaluate.
- ❑ Prepare an after-action review of the event for inclusion in future outreach and fundraising efforts.

Delegating Responsibility

If 80 percent of the work is being done by 20 percent of the people, your partnership is well within the norm for public advocacy groups but not really functioning as a partnership. In our first year, all five of the partnerships struggled with the challenge of achieving full participation from their members. Delegating responsibility encourages members to see the partnership as theirs, and spreading out the workload ensures that the broadest possible perspectives influence the planning process.

Here are some methods for achieving maximum participation:

- Develop work plans that have some relevance or immediacy to all your partners by asking what they want and what they wish to achieve.
- Clearly articulate your goals and develop "indicators of success."
- Make sure your meetings begin and end on time.
- Be flexible with your meetings. If one four-hour meeting a month seems unpopular, try a month with two 90-minute meetings.
- Provide deadlines. Deadlines (strictly enforced) help keep everyone on track.
- Hold your meetings at a variety of locations and different times/days of the week to accommodate different work schedules.
- Delegate members of the partnership to serve as monitors and mentors who will welcome and keep track of new contacts/members and follow up with those individuals who miss meetings.
- Value the input and energy of those who make contributions outside of meetings. Remember, some individuals are not attracted to meetings but prefer instead to "roll up their sleeves" and get to work.
- Use your meetings to report on progress, identify challenges, and discuss next steps. Remember that most of your outreach and organizing should be/will be done outside of meetings.
- Make the meetings fun.



Shenandoah National Park in Virginia.

Building the Partnership

After a need is identified and the group begins to coalesce, the core group must work to build membership and perpetuate the initial energy.

Recruitment

A good recruitment strategy can help you more quickly and efficiently form and grow your partnership. Here are a few of our "best practices" for your consideration.

When you think about recruitment, always be mindful that one of the main objectives of the partners programs is to bring nontraditional stakeholders into park advocacy. People who have never been camping, never volunteered to work on a political campaign, never visited a historic park, or never believed that they had anything to contribute to the cause of cultural and environmental awareness are exactly the people we're looking for.

We're also looking for Park Service personnel who see the wisdom in expanding NPS outreach efforts to include communities of color but have not yet found an effective vehicle for doing so. Reflecting back on a successful job fair the Miami partnership had hosted, Valerie Proctor, NPS human resources officer and partner, noted that she had "been in the human resources office for a long time and...had never done anything like" that event. Acknowledging the mutually beneficial impact of the partnerships can also aid you in recruiting a broad and diverse membership.

The best recruitment strategies work on two fronts by recruiting specific individuals to fulfill specific needs (contacts, skills, resources), and by recruiting partners on a broader scale to make your movement as diverse as possible. The following list offers some tips on ways to build your partnership through intelligent recruitment practices.

- Are you clear about what it is you need and what you can offer in return? Potential partners will want to know why they should take the time to join and support your efforts.
- Can you communicate a clear vision, mission, and strategy about what you want to do? Such focus can assist not only with recruitment but also with fund raising.
- Have you developed an orientation process for new members? The surest way to lose new recruits is to toss them into the flow of a planning process without proper orientation and a sense of context that can ease their entry into an unfamiliar setting.
- Do you have a diverse partnership?
- Are you asking everyone you know and meet to join your partnership? Many people simply want to be asked, so you can provide them with an opportunity to say "Yes!"
- Can you count on current members to explain the mission and objectives of the group to new members or outsiders (press, foundations, politicians)?
- Are you appealing to people's self-interest by listening to them, hearing their concerns, and addressing them? Do you make room for new ideas and activities even after an agenda has been put in place?
- Are you getting commitment from people before they leave, and have you developed a follow-up strategy to track new members and retain veterans?
- Are you effectively helping your partners to get where they need to go?

New Members

One of the most difficult challenges in growing a partnership is figuring out how to add new members without diluting ongoing work. New partners will be attracted to the group by the promise of reciprocal interaction. The challenge is to add new members, engage them, and stay focused. The San Francisco partners handled this challenge in a creative way.

San Francisco's three committees deal with park relevance, outreach, and hiring. Aside from the development of a curriculum based upon the San Francisco Unified School District's "Historical Classroom" model, little formal attention was

paid to youth programs. However, when partner Hilda Castillo mentioned her desire to bring elementary schoolchildren from Marin City out to the Headlands Institute (in Golden Gate National Recreation Area) for a day of outdoor education and hands-on learning, the opportunity was too precious to let pass.

NPCA worked with Castillo to finance a field trip that brought more than 60 children and many of their parents to the Headlands. For most, it was their first trip to Marin and the beautiful dark brown beaches of the Headlands. This trip is a perfect example of how to address the interests of individual partners without losing the overall focus of the group.

In our experience, no partnership can effectively work on more than three or four tasks. That means setting priorities and clearly communicating decisions to new contacts and potential members. It also means being clever and devising methods for incorporating new interests into your planning.

Other methods for accommodating new members include:

- Make space on the agenda to welcome and acknowledge first-time visitors.
- Hold meetings at a variety of locations to encourage diverse organizations to know, care about, and join your efforts.
- Have a "new members" packet complete with brief descriptions of your program and work plans that can quickly bring the uninitiated up to speed.
- Take the time, in conversations and presentations, to sum up the discussion or activities to date so that everyone feels at least somewhat aware of the process.
- Encourage new members to add their ideas to the mix, listening to and adding their suggestions when appropriate and explaining why an idea might not be "on point" rather than ignoring the contribution altogether.
- Establish a recruitment and retention committee to keep track of potential partners and new members.

In Miami, the partners were somewhat discouraged by the number of one-time visitors to the monthly meetings. The group decided to create a committee solely responsible for recruiting, welcoming, and retaining new members. It is too soon to tell what the long-term effect of the committee will be, but at least one member was brought back into the fold. Partners in Boston, Washington, D.C., and San Francisco also identified member retention as a challenge and were looking into similar concepts.

Relationships and Trust

Bringing everyone together is the first step in forming a partnership. To build and sustain the group, you have to create an environment in which your partners feel comfortable and safe. That means keeping an eye out for interpersonal issues and differing styles of communication, or methods of getting things done that might sidetrack your group.

As a group leader, coordinator, or participant, keep a lookout for the following:

- Participants who personalize their rejoinders and feedback.
- Participants who attack rather than respond.
- Agenda "pirates."
- The formation of subclusters within a partnership that intentionally or inadvertently lock out participation from other members of the group.

The best way to address these problems is with active facilitation of the meetings and small committees. That means the program coordinator or group leader must be capable of identifying potential flash points before they become full-blown crises. The best facilitators are trained, not born. Learning how to navigate your way through interpersonal conflicts while keeping to a fixed agenda takes skill. It will be worth your while to seek training of some sort from outside sources (see the Bibliography for suggested readings).

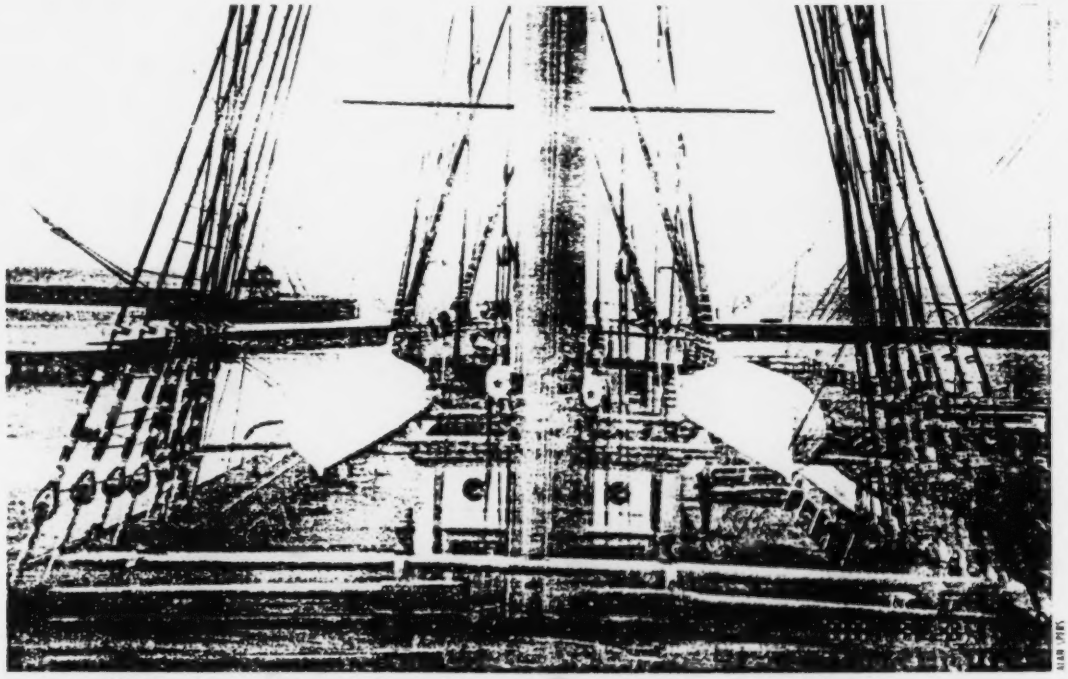
Here are a few suggestions on how to avoid interpersonal dilemmas:

- Make space for everyone to be heard and acknowledged.
- Establish guiding principles that set the parameters for conduct and use them to ensure civil discussion and an exchange of ideas and opinions (see Coalescing the Group and Formalizing the Process *p.12*).
- Keep the finger pointing to a minimum. Create an environment in which a candid discussion can occur without devolving into personal attacks.
- Destroy the false dichotomies between groups. Make certain that Park Service folks aren't sitting on one side of the table with community folks on the other.

San Francisco Partners

Partners from left Rich Weideman, Rosayln Tonai, an unidentified person, and Richard Bañuelos at the Marin Headlands

Statue at Fort Mason, Golden Gate National Recreation Area.



The deck and rigging of the *Balclutha*, which is part of the San Francisco Maritime National Historical Park.

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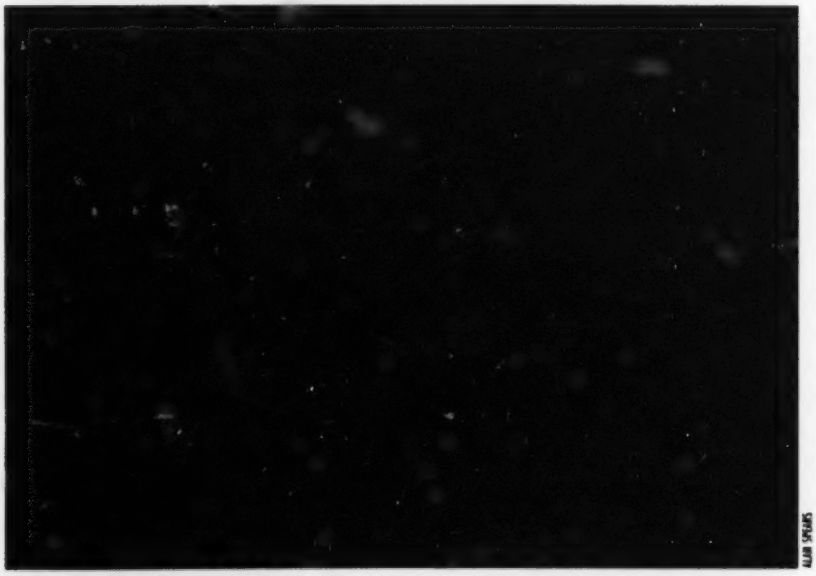
In the event of a conflict, be certain that every action is taken to resolve the situation. When dealing with interpersonal problems remember,

- Public reprimands rarely work.
- Listening carefully can help you resolve the problem 90 percent of the time.
- Drumming challenging people out of your group is easy, but working to develop ways to bring their energy into the partnership in a focused and positive way is more difficult and far more rewarding.

Communications

Good communications skills are requisite for forming and sustaining a successful partnership. Different people communicate in different ways. Community members interacting with Park Service personnel who've been on the job for more than a few years are likely to be overwhelmed by acronyms and intra-agency lingo. Have you ever heard of NAGPRA? How about GPRA? Can you tell a CFR from an MOU? Ensuring effective communication means that partners need to:

- Speak plainly and avoid jargon.
- Listen to what is said and reflect it back to acknowledge viewpoints and make sure you have understood correctly.
- Acquaint yourself with useful terms and procedures.
- Ask questions that clarify ideas and concepts.
- Let people know how they can help.



L.A. Partner David Nieto at Jekyll Island.

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Sustaining the Partnership

Staying focused is one of the most important elements of sustaining your partnership. Leaving room for spontaneity is always essential, but wandering too far off the path, no matter how interesting or significant the digression, can lead to frustrated and confused partners and a host of uncompleted tasks. Here is a list to help community partners become successful:

- List tasks and projects by priority, and limit them to a reasonable number. From the beginning, realistically determine what and how much your group can do.
- Maintain goals and objectives. Flexibility is an asset, but switching goals and objectives on a whim leads to confusion and a loss of clarity.
- Honor and acknowledge successes. Create methods for acknowledging progress, efforts above and beyond the call of duty, and helpful contributions. Use your meetings or partnership newsletter or list serve as the forum for extending gratitude.
- Don't overload people. Always be considerate of their time and abilities.
- Keep your mission statement, goals, and work plans handy to remind the group of what you're doing.
- Don't take yourself too seriously. Remember to have fun.
- Hold people accountable for their commitments. Follow up.
- Stick to deadlines. Missing them could be a sign that you're tackling too much.
- Give realistic estimates for completing work. Before you use the

September meeting to schedule a job fair in October, plan the event thoroughly and make certain you have the time to organize the event properly.

- Limit turnover. Find out why some people drift away, and work to address those concerns immediately.

You can stay focused on the goal, in part, by accentuating the positive traits or aspects of your work. Here are some other keys to keeping your group focused.

- Make every phone call, meeting, or event push the process forward in some productive way. For instance, if you're used to having meetings with 20 people in attendance, don't despair if weather or competing interests reduce your attendance to a handful of partners. Use that small group in an effective way.
- Use the talents and resources of your partners. Your group may include a linguist, caterer, media outreach expert, writer, teacher, or fund raiser. Incorporate these skills in your planning process.
- Recognize and reward the people in your partnership. Expressions of thanks are always appropriate. Special "thank yous," such as a mention in the group's newsletter, a plaque or award, or complimentary tickets or coupons inspire deeper commitment to the partnership.
- Build in benchmarks and evaluate progress against them.

A view of Alcatraz Island in San Francisco Bay. Alcatraz is part of Golden Gate National Recreation Area.

Promoting the Partnership

Public acknowledgment and awareness of the deliverables your partnership creates will enable you to accomplish even greater things. Don't let the concept of marketing and promotion scare you. Think of both endeavors as more formal types of outreach and communication.

Media Relations

Ideally, every event you host should have a media component—the big career fair, or the overnight trip to the national park campgrounds for the youth group. Develop a press kit for your activities from the moment your partnership begins to hold functions. In Washington, D.C., and in Boston, our partnerships were fortunate to include Janet Braxton and Sean Hennessey, public affairs and media relations officers for the Park Service. Braxton and Hennessey contributed their expertise to writing press releases for partnership events and guided their committees on media outreach.

Media coverage can win much-needed (and deserved) recognition for your work. But most print and television media are saturated with community-based events. To get press attention, you must be able to develop a compelling press release that describes your event, activity, or cause in an accurate and easily accessible manner.

A good press release will list who, what, when, where, why, and how in the first few sentences. It should also follow the inverted paragraph form, with the most important facts listed at the top and less significant information following below. A provocative opening and well-chosen quote can also serve to make your press release more appealing.
Sample:

"San Francisco Community Partners to Host Youth Summit on Diversity and the National Parks."

Tuesday May 4th at 4 p.m.

Large numbers of Asian, Latino, Native, and African American youth have little connection to Bay area national parks. This Tuesday, the San Francisco Community Partners, the National Park Service, the Mayor's Commissioner for Youth Services, and more than 50 area high school and college students, will gather at Fort Mason to discuss strategies for making the Park Service more relevant and accessible to young persons of color.

Robin Smith, superintendent of Our Town National Historical Park, claims, "This forum is long overdue and addresses an issue of great significance to all Americans concerned about parks, the environment, and race relations." The event will be moderated by actor, singer, and conservationist Will Smith. Youth Summit participants will discuss access to public lands by urban communities and enhancing cultural diversity within the National Park Service.

Representatives from four Bay area high schools will take part in the forum, which will be simulcast on Public Access TV. Please contact Alan Morales at 415-121-1212 for more information.

Once your press release is ready, you will need a distribution plan. Ask your Park Service or nonprofit partners whether they have access to blast fax or e-mail technology that can instantly send your release to scores of news outlets.

ALAN SPEARS

San Francisco Partner Hilda Castillo.

Hints for Media Outreach

- In addition to press releases, make use of press statements (short quotes on policy) and op-ed columns (600-word statements or rebuttals) to make your case in local papers.
- Local TV and radio stations also offer free air time for community members to express viewpoints.
- Structure all press releases so that the most important information is contained in the first few sentences. Copy editors will often retain only the first paragraph.
- Make your press kits informative but accessible and timely. News clippings that are more than two years old may not be appropriate to include in a press kit about current cultural diversity efforts.
- Establish one person to serve as your press liaison and direct all media inquiries to that person.
- Take photos of your group members at community partners meetings and events. Keep updated personal and organizational bios of your members. Having this personal information in a retrievable format can make it easy to add a "human interest" component to press releases or stories.
- Place the name and contact information of your press liaison on every document in your press kit. If your press release is separated from your organizational bio, both pieces of paper can still be linked to your group.
- Avoid sending press releases after 4 p.m. or on Monday and Friday. Weekends are poor times to send any information to a media source.

Fund Raising

If your partnership is to be successful and effective, it must be able to raise enough money to cover the cost of its overhead, supplies, and activities, from publishing a brochure, to refreshments for a meeting, to the paper clips and staples that bind your press kits together.

Yet, the very notion of asking for financial assistance is enough to make most organizers freeze in their tracks. Nonetheless, to make your partnership a success, fundraising is a necessary, sometimes complicated, but entirely achievable activity. Although this guidebook cannot cover all aspects of fundraising, it will provide you with an introduction to raising money that should help make your first efforts more focused and successful.

First, let's dispel a few myths and misperceptions. Fund raising need not be a demeaning or ugly process. Think of your partnership and the foundations you approach for assistance as equal players with important contributions to make. Your partnership has the energy, commitment, expertise, and strategy for enhancing cultural diversity and increasing park advocacy and environmental awareness. The funders have the money to finance your activities and help you achieve tangible results. These two components complement one another and together make it possible for effective, lasting change to take place. So, as you approach funders, be confident. You have as much to offer them as they have to offer you.

Certain grants (Public Land Corps money, for example) are available only through Park Service partnership with community-based organizations. Therefore, understanding how to maneuver through the fund-raising process with a community-based partner has some clear advantages.

First Steps

- Know your budgetary needs for both the overall program and your individual projects.
- Identify foundations and charitable groups. *The Chronicle of Philanthropy* is an excellent source. On-line you can consult the Foundation Center at fdncenter.org and grantsmart.org.
- Concentrate first on identifying local funders who will have more knowledge and awareness of local concerns and more enthusiasm for funding local grassroots initiatives. Make a list of all the available local funders and then expand it to include national charitable organizations.
- Evaluate the fit. Your research should reveal the funding or grantmaking history of the foundation. Grantsmart.org lists the "990s" or tax return information of foundations, which includes a listing of the groups that have received money in the past. Without ruling out other possibilities, you want to match your partnership with a funder that has a history of supporting local, grassroots programs concerned with park advocacy, community empowerment, and cultural diversity. Be sure to read the foundation's statement of intent, determine where the foundation is active, and become familiar with the sort of work it typically funds.

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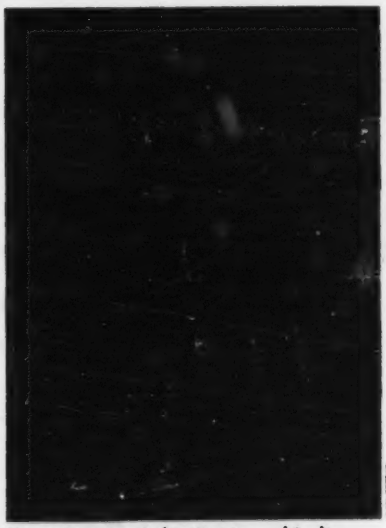
A group with an interest in supporting family farms may not have an interest in funding a cultural diversity project.

- Look at the size of the grants. If the largest allotment given by a particular funder is $1,000, and your programmatic needs are significantly larger it may be worth your while to look elsewhere.
- Draft a program and proposal outline that will explain the problem(s) and challenge(s), the context, the history, what your organization is, why you think you can make a difference, and what you intend to do. (See Appendix 5 for a a sample program and proposal outline.)
- Ask the foundation to provide application guidelines and dates.

Now you're ready to approach the funders.



ALAN SPEARS

Miami Partners Nadine Patrice and Leslie Pierre at Jekyll Island.

Approaching the Funders

First and foremost, understand that foundations and philanthropic organizations receive hundreds, if not thousands, of proposals every year. Usually, an individual agency will have funds to disburse to only a handful of applicants. Making a compelling case can be one way of distinguishing your program from the other worthy candidates. Fund raising is made easier if you can tell grant makers why your group is uniquely poised to tackle an issue and what deliverable goals or tangible results you intend to achieve or produce.

Remember that it takes time to cultivate a relationship with grant-making organizations. Applications submitted in time to meet a December deadline may not be reviewed until February, so don't expect instant responses to your applications, and never take a rejection of your proposal as a sign that your efforts are unworthy.

Also understand that, with the exception of smaller projects, you are unlikely to receive all the money you need from one source; therefore, it is wise to cultivate multiple contacts. Foundations won't mind if you're asking for support from a variety of different sources. In fact, some may require that you do so. You should remember, however, that the officers of these organizations talk to one another. So if you approach more than one funding source for a particular project, make sure you describe your program or initiative in the same manner to each source.

The following is a list of funder "dos and don'ts."

Foundation dos:

- Use your program and proposal outline to clearly articulate the challenge, your ability to respond effectively to the challenge, and what you intend to do on behalf of the parks and the community. Be clear about your objectives and what you're asking for.
- Be bold. Ask the foundation to take on more of a mentoring and partnership role by contributing refreshments, meeting space, T-shirts, or other in-kind services.
- Invite foundation and grant officers to attend your meetings and functions.
- Send foundation and grant officers interim reports of your progress.
- Ask foundation staff members for advice on submitting proposals and (especially if you've been rejected). Diplomatically ask them to identify other foundations that might be more likely to extend financial support.
- Conduct thorough research on every foundation you plan to approach. Know their track record.
- When writing an application or grant, always use an outline to form your thoughts, edit and revise your work, be concise, and don't exaggerate the effectiveness or impact of your program.
- Avoid criticizing other programs in your application.
- Know the funder's guidelines and follow them.
- Be able to describe what you perceive to be the "challenge" and how your plan overcomes that challenge.
- Abide by the proper timelines and protocols but take the lead and follow up on meetings and phone calls.

- Develop a relationship with your funding sources in which they begin to think of themselves as partners.
- Use the prestige of your individual partners to influence funders. Often partnerships have members who sit on boards or know officers or board members in grant-making organizations. It is accepted policy to have friends and colleagues herald the virtues of your proposal to the decision-making body; however, foundations generally discourage people from circumventing the traditional application process. Send your proposal through the front door, then exert whatever influence you can muster to see that it is noticed and approved.

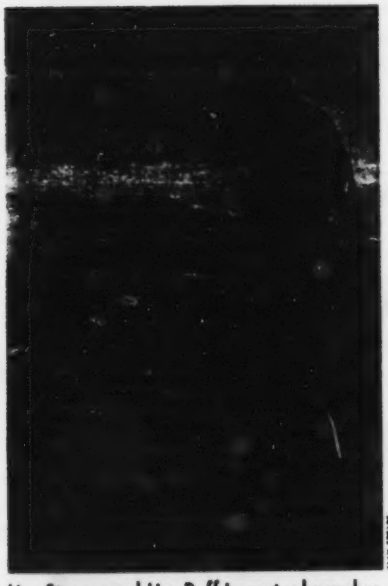
Foundation don'ts:

- Never assume "once a funder always a funder" and take shortcuts when reapplying for support. If you receive money from a foundation, always keep its representatives apprised of your progress and let them know how their money is being spent.
- Don't fill your proposals with jargon or acronyms, and remember that brevity is a virtue! Foundation officers review hundreds of proposals, so make your document as easy to read as possible.
- Don't let one, two, ten, or 20 rejections get you down.
- When sending information on yourself or your group, avoid sending press clippings that are more than 24 months old. Just as with media outreach, ancient press clippings and decade-old photos generally don't help you make your case.

Booker T. Washington National Monument in Virginia.

Highlighting Successes in Action

In the first year of the community partners program, groups were established in San Francisco, Washington, D.C., Los Angeles, Miami, and Boston. The groups developed a variety of goals that ranged from organizing a single event to encourage people in the community to appreciate their parks to a plan to produce guidelines to improve the Park Service's recruitment of people of color. Each partners program tackled some significant tasks in its first year. Here we highlight three of the groups and the tasks they chose.



ALAN SPEARS

Liza Stearns and Lisa Duff inspect a horseshoe crab that washed ashore at Cumberland Island.

The Boston Partnership's Lowell National Historical Park Community Forum

The changing face of Lowell is exemplified by the vibrant Cambodian community that now resides in the city. Just a small portion of the population in 1978, Cambodians now represent one-third of Lowell's citizens and constitute the second largest concentration of Cambodians in the United States. Lowell National Historical Park has long enjoyed a good relationship with the ever-changing population along the Merrimack River Valley. Nonetheless, the Boston Community Partners, including several staff members from Lowell, were eager to develop ways to make the park even more accessible and relevant to communities of color. The Boston partnership decided to host a community forum at Lowell and invited members of the community to the park for a tour, lectures, and an opportunity to provide input into the redesign of the park's interpretive displays. Nicola Tsongas, widow of Sen. Paul Tsongas (D-Mass.), moderated the day-long affair, and more than 100 people attended. NPS involvement in the forum was led by Superintendent Pat McCrary and Park Service partners Mike Wurm and Jo Hills.

The majority of the community members who attended the forum had never been invited into a national park to give their opinions about development, resource protection, and enhancement of cultural diversity. Although the outreach personnel at Lowell knew many of the event's participants, it took the combined efforts of park staff, members of the community partners program, and NPCA staff to develop a broader and more representative audience. The park was rewarded with increased contacts within the Lowell community, and the community partners were rewarded with an infusion of new members and fresh ideas.

Channel Islands National Park and the Los Angeles Conservation Corps

The community partners program was especially successful in serving as a link between the Park Service and traditionally underrepresented communities. Denise Domian, Channel Islands human resource officer, has consistently advocated for expanded partnership opportunities between her park and members of diverse communities. After joining the Los Angeles Community Partners Program in the fall of 1999, Domian met John Knapp and Jeryl Williams, instructors for the Los Angeles Conservation Corps (LACC). After some deliberation, the trio decided to assign LACC work crews, consisting primarily of young Latinos and African Americans, to complete maintenance projects on the islands.

In the winter of 2000, eight LACC members and their instructors built fence pens on Santa Rosa Island for a captive breeding program to aid the endangered island fox. The work stretched over several days and provided the corps members with the opportunity to camp, learn about the ecological and cultural significance of the Channel Islands, and develop a much deeper relationship with their NPS counterparts. Some

of the crew members were able to swim with the seals.

Using resources and programs already in place, the Los Angeles partnership provided the introductions and the space for Domian, Williams, and Knapp to create an unforgettable program for eight young people. Plans to replicate that initial success are under way.

The Miami Partners: Getting People into the Parks and Creating New Advocates

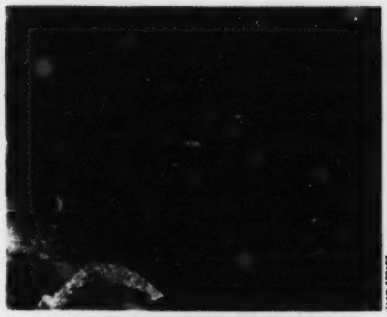
Two of the concerns that have prevented Latino, African, and Caribbean Americans from enjoying the resources of south Florida's national parks are cost and transportation. South Florida communities of color live near their national parks, yet residents often view places such as Everglades National Park as being worlds away. The Miami Community Partners and members Walter Chavez, Nadine Patrice, Audrey Peterman, and Juan Rodriguez focused on getting people of color into south Florida national parks.

The Miami partners have excelled in their ability to identify interested groups of people, organize and pay for transportation, and work with the local park staff to provide special interpretive programs and guided tours. As a result, the Miami partners have exponentially increased the number of people of color visiting the national parks in south Florida and created many new advocates for park resource protection.

Introducing parks to people who have never before seen such wonderful places accomplishes the vital first step toward enhancing cultural diversity. This process of engagement, however, is not simply a matter of what the parks can give to the people. As more people of color become aware of south Florida's tremendous natural and cultural resources and the challenges they face, the more likely they are to become involved in advocacy. The Miami partners have concentrated on opposing the proposed expansion of Homestead Air Reserve Base, a direct threat to the Everglades and Biscayne national parks. Members of the group have published articles, encouraged others to write letters, and met with south Florida legislators to discuss the significance of leaving Florida's wild places untrammeled.

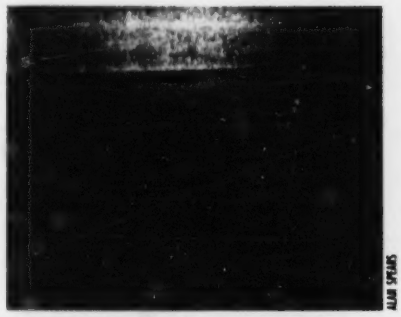
The Challenges

Despite noteworthy successes, our programs have not been trouble free. As the program has progressed and developed, often at break-neck speed, lapses in communication, oversight, outreach, and program coordination have manifested themselves. Some of the challenges have been slow outreach to Native, Asian, and Latino Americans; resistance to alternative ways of thinking on the part of some Park Service personnel; failure to delineate responsibilities clearly to avoid repetition; and failure to communicate progress. But the rewards far outweigh the challenges, and the greatest reward will be an enlightened and engaged constituency.



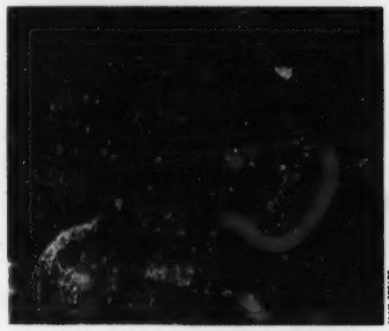
ALAN SPEARS

Bonnie Starnes listens to the interpretive lecture at Cumberland Island.



ALAN SPEARS

Patricia Barthaud on the return trip from Cumberland Island.



ALAN SPEARS

Richard Bañuelos and Naomi Torres at Jekyll Island.

PART 2.

Advocating for Effective Change

The long-term goal of the community partners program is to effect lasting change in the Park Service to ensure a continued commitment to diversity. The Park Service is a bureaucratic agency with a system of rules and regulations, a mission statement, and a hierarchical structure. Effective advocates must understand that systematic change can be effected at a variety of levels. Where you direct your efforts and with whom you talk are determined by the types of changes or interactions you wish to create. This objective is best achieved through advocacy, the process by which community representatives lobby for policies and programs that support diversity initiatives. Effective advocacy involves a broad range of parks and partner relationships and can take place on several different levels.

How to Make an Advocate

Advocates speak or act on behalf of their own or someone else's interests. For instance, individuals tell decision makers what they support or oppose; corporations hire lobbyists to boost their causes in Congress. For years the nation's park system has survived and flourished with the assistance of dedicated advocates who fought to protect cultural and natural resources.

Effective advocates have to sense that their interests are closely connected to the cause they support. Convincing people of color that they have the right and the obligation to act as stewards and environmental advocates has proven tricky. For many people of color, the Park Service is a foreign entity that has little or no bearing on their lives. So how do you link the community to the park?

First, never assume that people automatically know what the Park Service is and what it does. Provide a listing of local parks, and ask your partners how many times they've visited the sites in your area. You might be surprised to discover how many have never visited the green spaces, rivers, or cultural sites just down the road. Because nothing "sells" a park better than the park itself, getting folks to visit various locations is a great way to spark their interest. When people become interested in preserving environmental and cultural resources in their own communities, they also become more invested in environmental issues elsewhere.

To create advocates and park protectors, begin locally and start with simple steps. Participants at a joint NPS/NPCA seminar for high school

San Francisco Partners Arlene Rodriquez, Naomi Torres, and Hilda Castillo at Cumberland Island.

students in Washington, D.C., were asked to name an NPS site that they had visited. Only a few of the 16 students raised their hands. "The Mall," one respondent answered. Another offered "The Grand Canyon." However, when the students were prompted, it turned out that nearly all of them had picnicked at East Potomac Park, taken field trips to the Frederick Douglass Home, or ridden their bikes along the towpath of the C & O Canal, all of which are national park sites.

Without realizing it, the students had been park users, and therefore park constituents, for most of their young lives. They simply needed someone to highlight a connection that they had already formed. Sometimes the simplest introduction can provide people with a strong sense of relevance and connection. Community partnerships must replicate this awareness on a much grander scale.

The Local Level

Any community partnership should begin by establishing strong contacts with parks in the immediate vicinity. Most sites will have a designated community liaison or public relations officer who can be contacted through the main office. Telephone numbers for all the national park sites are available at www.nps.gov and in the *National Parks Index* published annually by the Office of Public Affairs and the Division of Publications of NPS. (The index is available from the Park Service or from NPCA.)

At the local level, you can speak to NPS representatives about working together to:

- Create park tours and programs that cater to particular ethnic or racial groups.
- Implement plans for off-site educational programs that bring NPS rangers and interpretive staff to the communities.
- Inventory the contributions you and your community partnership could make to area parks.
- Establish volunteer community service opportunities, internships, and (sometimes) paid positions for local residents.
- Develop special events or cultural celebrations.
- Improve the relationship of the park with the community.

The Regional and National Levels

The 379 NPS sites are grouped into seven regional affiliations that are supervised by the director of the Park Service. For substantive changes regarding hiring and recruitment, program planning, or amendment of NPS policies and rules, contacts with NPS officials at this level is required. At the regional and national levels, you can speak to NPS representatives about:

- Crafting a unified regional or national policy on cultural diversity.
- Assisting or consulting with the Park Service in the writing of general management plans.
- Reviewing memorandums of understanding and director's orders.
- Suggesting and lobbying for the creation of new NPS sites.

The Congressional Level

The budget for NPS and the laws that govern its operations are debated and crafted in Congress. Work at the congressional level begins by identifying and meeting with your local representatives and senators and making them aware of your concerns. Most legislation affecting parks will be introduced by a member of Congress, usually the representative from the district in which the park is located. At the congressional level, you can assist in: .

- Lobbying to restore slashed funds or cut programs.
- Establishing new parks or cultural sites.
- Redrawing existing park boundaries.
- Adding new land to existing parks.
- Supporting or opposing legislation beneficial or harmful to park preservation.

To contact your congressional representative, visit the United States House of Representatives web site at www.house.gov or phone 202-224-3121. To contact your senator, visit www.senate.gov. You can also visit thomas.loc.gov to keep abreast of legislation and www.npca.org "take action" to learn about activist opportunities.

The three levels of advocacy described here function on different scales of organization, time, and resources. It might take only a month for a local park to address the more basic concerns of its constituents, whereas more substantive changes could take years of legislative work. Nonetheless, for all three levels, proper organization is imperative to success. Think

about the following things before you begin and as you continue to advocate for effective change:

- Clearly define your goals.
- Clearly articulate and justify your actions.
- Develop a broad base of support.
- Develop indicators of success.

Please remember that all three levels of advocacy are equally important and interrelated. A community partners program might work with a single interpretive specialist at a given park to create a one-time presentation for area schoolchildren while laboring at the congressional level to designate a new park or cultural site. Choosing the right advocacy strategy can make your work more effective and your relationship with the parks much stronger and longer lasting.

Public Involvement

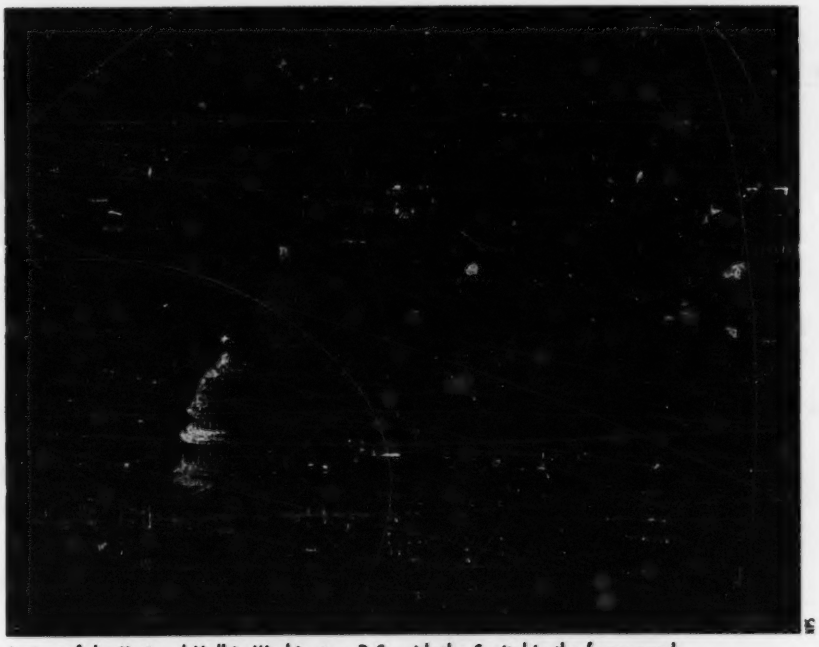
Congress requires federal agencies to actively involve the public in reaching decisions that affect their interests, and consulting people outside the agency helps the Park Service expand its information and insights. Several laws require public feedback, including the:

- National Environmental Policy Act of 1969 (NEPA), which instructs federal agencies to consult the public if its interests might be affected by agency plans. The National Park Service, for example, must discuss potential decisions whenever it prepares a general management plan (GMP), an environmental impact assessment (EIA) for new or established parks, or resource management plans (RMPs) that consider the identification and protection of park cultural and natural resources.
- National Historic Preservation Act of 1966 (NHPA). This requires public comment on decisions to list archaeological, historic, traditional, and other significant cultural resources on the National Register of Historic Places, and when construction or other actions might harm the integrity of resources eligible for, or listed on, the National Register.

In some cases, laws and presidential or secretarial directives may affect the involvement of particular groups. For example, the:

- Native American Graves Protection and Repatriation Act of 1990 (NAGPRA) requires consultation with American Indian tribes, Alaska Natives, and Native Hawaiian organizations. Their involvement is essential when federal agencies and museums receiving federal funds repatriate Native American human remains and ceremonial goods and when decisions are made about materials that are unexpectedly uncovered during construction or as a result of erosion on park or other federal lands.

The Presidential Memorandum of 1994 instructs federal agencies to treat federally recognized American Indian tribes as sovereign governmental entities when plans affect their interests. This special status is reflected in numerous laws, including the National Historic Preservation Act, the National Environmental Policy Act, and the Archaeological Resource Protection Act.



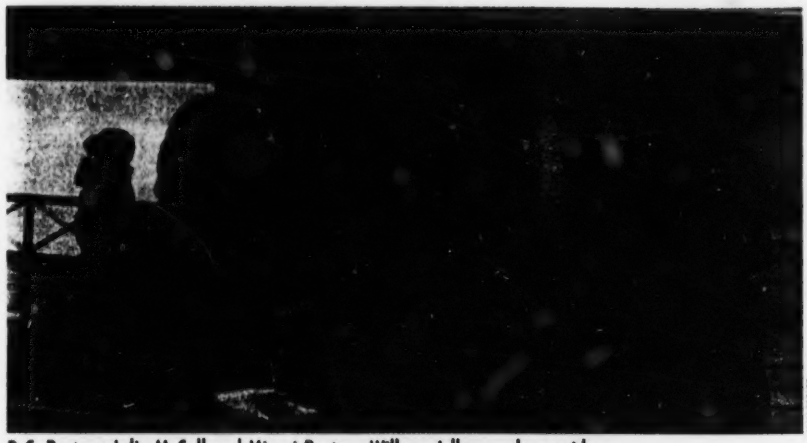
A view of the National Mall in Washington, D.C., with the Capitol in the foreground.

Actions That Require Public Involvement

A variety of laws, regulations, and management policies direct the Park Service to consult stakeholders—people and organizations with a vested interest—under certain circumstances. The public has some opportunities to comment on management policies, general management plans, and environmental impact statements. The most recent draft revision of the NPS management policies became available for public review in February 2000. These administrative policies express general expectations and the overall framework for decisions that are necessary for complying with various laws, court decisions, and directives from the president and the highest officials of the Department of the Interior. Some of the policy chapters that might interest you are Park System Planning, Cultural Resource Management, Natural Resource Management, and Interpretation and Education.

Soliciting public comments allows the Park Service to identify the cultural and natural resources to which people assign special traditional meanings and which, according to policy, require special attention from the Park Service. For example, you might want park managers to know that:

- Parks include certain riverside or other areas once used as baptismal sites or vision quest areas.
- Neighborhoods close to urban parks had used certain areas for their homecomings.
- Community members customarily use certain areas for solitude.



ALAN SPEARS

D.C. Partner Julie McCall and Miami Partner Willene Adker exchange ideas.

Federal agencies sometimes write regulations to describe how the agency will enforce a particular law or policy. Drafts of new rules, or revisions to old ones, are made available for public comment. When approved, they are incorporated into the *Code of Federal Regulations*. You can find the National Park Service regulations in Title 36 of the *Code of Federal Regulations*, commonly called 36CFR. This document describes the etiquette of park use and contains information on where and when you can fish, get permits, and camp, and how to treat cultural and natural resources.

Other Ways to Be Involved

Comments are always welcome. Feel free to approach the agency offices and individual parks with your concerns. This is a useful way to alert parks to your interests and to have your name added to the park's mailing lists. Individuals with first-hand knowledge of park programs and resources can contribute substantially to discussions on proposed or past actions.

You can also review and comment on park-specific documents such as plans that address the management of museum collections, the interpretation of cultural and natural resources, the management of wilderness, and tourism or visitor use. The agency prepares detailed procedures for implementing laws, regulations, and policies. Regional offices might issue supplementary guidance to elaborate on policies that affect parks in their areas. Your input is important here too. Opportunities also exist for personal interactions with staff in parks, regional offices and centers, and the Washington office.

Advising a Federal Agency by Committee

A group, organization, or a federal agency may initiate meetings to exchange views, provided that the officials do not use the group repeatedly as a preferred source of advice or recommendations. Otherwise, a federal agency could be in violation of the Federal Advisory Committee Act (FACA), a law designed to prohibit under-the-table deals with special

interests. A federal agency may use a particular committee as a source of consensus advice only if the committee is fairly balanced and has been formally established as an Advisory Committee under FACA procedures. Once a formal comment period has closed, the agency can seek a group's views only during the official review period, and those views should be in writing.

Where to Find Information on Park Service Policies

The National Park Service shares information about proposed actions or decisions in several ways, including formal written notices and open meetings. Information about major planned actions and public meetings of advisory or other groups is printed in the *Federal Register*, a daily government publication. It also lists draft documents, such as policies, regulations, and plans, that are available for review; announces the availability of the final revised documents; and gives the names, addresses, and phone numbers of contact people in the agency. These materials are also available at public libraries and on the Internet.

Other ways to learn about available draft documents and planned events include:

- Park Service web sites and newsletters.
- Press releases from parks, regional, and Washington offices.
- Local park and community newspapers and partner newsletters.
- Newsletters from other park advocacy groups.
- NPCA's e-mail newsletter *Parklines*.
- NPCA web site (follow the "take action" pathway).

Access to many documents is possible at the park library. You can also call or write to the park superintendent or administrative officer, provide your name and address, and ask to be placed on the mailing list for draft documents. Some planning teams will mail newsletters about their progress to interested people or offer information through a web site. You can also consult the Washington, D.C., policy office web site, www.nps.gov/refdesk/policies.html.

Submitting Comments

Comments should be sent to the official at the address given in the plan or the *Federal Register* notice. Review comments on general management plans, environmental assessments, or environmental impact statements, usually go to the regional director whose name is on the title page, but for resource management and most other park plans, comments will go to the park superintendent. Letters are preferred, but e-mail messages are acceptable.

The law requires the Park Service to make comments available to the public, but the agency will not consider anonymous comments on its draft documents. If you wish the agency to withhold your name and address to the extent allowed by law, please note this at the outset of your written review.

Comment periods vary depending on the type of document, but 30-, 45-, and 60-day periods are common. General management plans tend to be available for comment for 45 days, and regulations might be available for 60 days after the *Federal Register* notice. In some cases, the agency may extend the comment period.

The Park Service often receives hundreds of comments on the best, the worst, or the preferred course of action. The agency must weigh and balance comments against each other and against considerations such as the agency mission, legal requirements, policy and program concerns, and feasibility. Although not every suggestion will be reflected in the final document, it should reflect the Park Service's response to reasonable suggestions and be coherent and legally defensible. The document should also indicate that it can be implemented in a reasonable fashion, at reasonable costs, and with safeguards that protect the resources for the future.

Federal Register notices about regulations and policies summarize public comments and agency responses to them. Final plans will include public comments and responses, and a document called a Record of Decision is prepared for major plans and made available to the public upon request. Copies of final plans or other park documents will be available at the park.

If you don't like the outcome, you have the right to communicate your concerns to the park superintendent, the regional director, and the director.

Making Your Comments Count

Your comments will generally be most useful when they:

- Reflect your expertise, experience,

and first-hand knowledge.

- Address concerns about issues, not individual people, and are informed about the issues, problems, projects, and goals.
- Systematically focus on particular issues in the document, one at a time, identified by the page number.
- Identify problems and suggest reasonable solutions.
- Target the ideas, phrases, or words that you want changed and suggest potential substitutes.

NPCA will launch a park management section on its web site www.npca.org to help you comment effectively on park plans.

Working with the National Park Service: Job, Internship, and Volunteer Opportunities

The National Park Service has 20,000 employees and, along with numerous volunteer and internship possibilities, offers jobs in interpretation, history, accounting, information technology, geology, geography, environmental and social science, ethnography, anthropology, hydrology, and park resource management and protection.

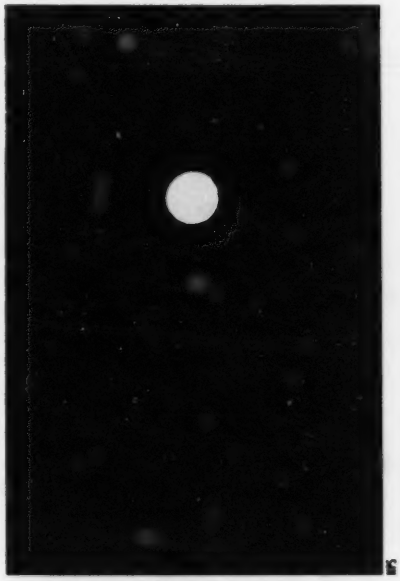
To get basic information about jobs, check out the Office of Personnel Management Register via the Internet at www.nps.gov or through any of the National Park Service regional offices. You can apply for some positions directly through the National Park Service office in your community. You may want to contact the regional office in your area about these opportunities. Staff will explain what is available and how to apply; the procedures vary from position to position. The Park Service maintains a headquarters office in Washington, D.C., and seven regional offices: in Alaska, National Capitol, Southeast, Midwest, and Pacific West, Northeast, and Intermountain (see Appendix 6 for addresses). For more detailed information about job opportunities, see Appendix 2.

Conclusion

Cultural diversity is no longer an abstract idea. The changing demographics of our nation ensure that the United States will remain a pluralistic, multicultural society. The trend is so firmly established and irreversible that public and private organizations from the FBI to the Girl Scouts to Civil War reenactment associations acknowledge the significance of enhancing cultural diversity within their ranks.

In the case of the Park Service, cultural diversity is literally the future of park advocacy and resource protection. Either we successfully engage communities of color as informed and enthusiastic park users and stewards, or we allow the gap between our national parks and people of color to widen.
The Park Service has made substantial efforts to engage communities of color through outreach and programming. NPCA's National Parks Community Partners Program is poised to assist the Park Service to achieve even better results. In one year, we have introduced the Park Service to a wide variety of partners and opportunities for collaboration that the agency might not have developed on its own. We have also heightened the level of awareness in many communities about the significance of our natural and cultural resources, our rights to make informed use of them, and our obligation to defend and protect these treasures.

This guidebook is designed to encourage individuals to establish or participate in community partners programs. The task of helping the Park Service to enhance cultural diversity is important work, and we hope that this summary of our ideas and experiences can make the process smoother and more rewarding. Despite the challenges involved in forming or joining a partnership, the involvement in enhancing cultural diversity and advocating on behalf of the national parks is vital to their future. Remember, the power is in your hands!



The sun sets over Shenandoah.

Glossary

CFRs – code of federal regulations, U.S.

crown jewels – NPS nomenclature for the larger, better known parks such as Yellowstone and Grand Canyon.

director's orders – initiatives mandated by the director of the Park Service as a priority.

environmental impact statement (EIS) – the mandatory consideration of the impact of proposed actions (development of infrastructure such as roads, construction, etc.) in the form of a report that federal agencies must submit before projects can be undertaken.

field office – the office within a hierarchical order responsible for the direct supervision of regional efforts and initiatives.

general management plan (GMP)- the document that outlines the way a park will be developed and managed.

GPRA – Government Performance and Results Act. GPRA goals are the yardsticks by which NPS personnel and management performance is measured.

GS – "general schedule." Followed by a number, "GS" refers to the hierarchical rank, authority, responsibilities, and pay scale for federal employees. For instance, a GS-12 is a higher grade than a GS-5.

LWCF – Land and Water Conservation Fund, which provides revenue for national parklands from off-shore oil and gas leasing rights.

KSAs – knowledge, skills, and abilities.

memorandum of agreement (MOA)- outlines measures agreed upon by agencies in pursuit of a common objective.

memorandum of understanding (MOU) – essentially the same as an MOA.

NAGPRA – Native American Grave Protection and Repatriation Act 1990. NAGPRA requires the Park Service to consult indigenous people (American Indians, Native Hawaiians, and Alaskans) before removing or disturbing remains, graves, and funerary artifacts.

NEPA – National Environmental Policy Act of 1969. NEPA mandates that agencies recognize the environmental impacts of their projects and provide alternatives and mitigation options prior to making a decision.

NHPA-National Historic Preservation Act of 1966. NHPA requires public comment on decisions to list archaeological, historic, traditional, and other significant cultural resources on the National Register of Historic Places.

NPCA – National Parks Conservation Association, the parent organization for the National Parks Community Partners Program.

NPCPP – National Parks Community Partners Program, also commonly referred to as the community partner.

NPS – National Park Service.

Organic Act – the 1916 founding charter of the Park Service that established NPS as a agency within the Department of the Interior and describes the mission of the Park Service: "to promote and regulate the Federal areas known as national parks."

PMIS – Project Management Information System; the NPS "service-wide" system that manages requests for project funding.

PSAs – public service announcements. PSAs are generally run for nonprofit groups by local radio and television stations and are a great way to get the word out about your special event.

P.U.F. or **PUF** – public use and facilities.

record of decision – describes how environmental impacts and "key issues" were factored into the decision-making process.

SCEP or **co-op program** – Student Career Employment Program. SCEP can bring high school or college students into seasonal employment.

scoping – the process of identifying "key issues" related to a particular action.

stewardship – more than simply advocating for the parks, stewardship implies a deeper relationship to the parks in which individuals and groups think of the national parks as their own property to help support, defend, and maintain.

sustainable – able to be maintained. Sometimes it is the ability to manage to withstand something and continue doing something in spite of it.

sustainable partnership – the relationship between two or more people or organizations that are involved in or share the same activity.

vacancy announcement – the format the Park Service uses to announce that a position is open and that applications are being accepted.

VIP – volunteers in parks.

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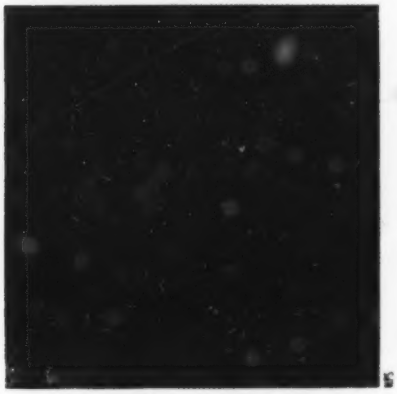
APPENDICES

APPENDIX 1

Partnership Agreements with NPS

As the budget and resources of the Park Service are stretched beyond capacity, the agency will continue to turn to "friends" groups and private sources for assistance. That means the number of partnership agreements between NPS and community-based organizations will undoubtedly increase. The two types of agreements we'll examine here are general agreements and cooperative agreements, both of which can authorize a wide range of activities and partnership opportunities.



General Agreement

A general agreement is a generic instrument used to document a wide range of mutually agreed-to policies, procedures, objectives, understandings and relationships between federal and nonfederal entities. Since July 23, 1999, the term replaces memorandum of understanding (MOU) and memorandum of agreement (MOA). General agreements may be appropriate when NPS is working with friends organizations, other federal agencies, or cooperative associations. They may be used for agreements involving planning and development, fund raising or donations, reimbursable and nonreimbursable law enforcement and firefighting assistance with state or local agencies, or a nongovernment entity that will reimburse NPS for supplies or services.

General agreements do not commit NPS to provide financial assistance in any form and are not required to be reviewed or signed by a contracting officer. However, if the general agreement is drafted with the hope of developing a framework for a cooperative agreement, a contracting officer should review it.

The director or a deputy director, associate director, regional director, superintendent, or service or administrative program center manager has the authority to sign a general agreement.

Cooperative Agreement

A cooperative agreement describes a partnership undertaken with the Park Service and is used to transfer money, property, services, or anything else of value from NPS to the partner.

The principal reasons for NPS cooperation are:

* To carry out a public purpose of support authorized by a law of the United States between NPS and a state, local government, tribal government, or other nonfederal partner.
* To carry out the public purpose of any National Park Service program, authorized by law or by appropriation, with a state, local, or tribal government, other public entity, educational institution, or private nonprofit organization.
* To develop adequate, coordinated, cooperative research and training programs concerning the resources of the National Park System with a public or private educational institution, state or political subdivision of a state when NPS anticipates a substantial involvement during performance of the contemplated activity.

Cooperative agreements must be reviewed by a contracting officer and the office of the solicitor, and they must be signed by a contracting officer who possesses a Level IIB or higher warrant and who has had cooperative agreement training from an accredited educational institution.

APPENDIX 2

Job, Internship, and Volunteer Opportunities in the National Park Service

The National Park Service is a large agency with a lot of different job opportunities. The agency uses many outlets to recruit new staff and operates under several hiring authorities, which allows them to recruit in a variety of ways outside of the agency.

NPS Recruitment

The Park Service uses the following outlets to recruit staff:

- The NPS World Wide Web/homepage and Usenet groups
- Newspapers and other publications
- Recruitment agencies
- Cable TV
- Organizations
- Colleges and universities
- Career fairs

Outstanding Scholar

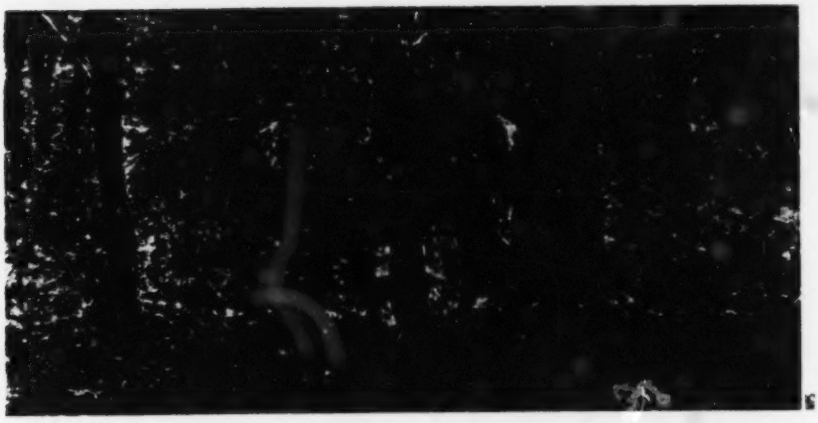
This authority allows NPS to select college graduates who possess an overall undergraduate grade point average (GPA) of at least 3.5 on a 4.0 scale or who graduated in the top 10 percent of their undergraduate class. Selecting officials can hire any qualifying student based on the student's GPA and scholastic record. You must be a U.S. citizen to apply.

Bilingual/Bicultural Program

With the anticipated changing demographics of the work force in the 21st century, this position establishes a hiring authority for candidates with a proficiency in Spanish and knowledge of Hispanic culture. The types of positions included would be administrative and professional occupational.

Worker-Trainee

NPS may hire unskilled workers to perform strictly routine tasks and provide them with the opportunity to develop the knowledge and skills necessary for advancement to a higher level. This program provides supervisors with options for hiring "Welfare-to-Work" participants. Clerical positions are offered. The qualified candidate must be a U.S. citizen. The supervisor must develop a suitable plan of education or training.



Veterans Readjustment Appointment (VRA)

Successful completion of the two-year VRA appointment and training and education program, if applicable, can lead to a permanent civil service appointment.

Thirty Percent Disabled Veterans

This appointment confers special noncompetitive eligibility on veterans who have a 30 percent service-connected disability or are receiving compensation, disability retirement benefits, or a pension under laws administered by the Department of Veterans Affairs, Army, Navy, Air Force, Coast Guard, or Marine Corps.

Severely Physically Handicapped and Mentally Retarded Persons

The qualified applicant must have a physical impairment that substantially limits one or more of the person's life activities. For the severely disabled, certification by a State Vocational Rehabilitation or Veterans Affairs Counselor is required for appointment.

Peace Corps and VISTA

The qualified applicant must have completed satisfactory service as a volunteer or volunteer leader under the Peace Corps Act, or as a VISTA volunteer for at least a year.

Seasonal Ranger Positions

The National Park Service employs a permanent and an essential seasonal workforce. Seasonal workers are hired every year to help permanent staff at many national park sites and

offices. Positions include campground rangers, fee collectors, tour guides, naturalists, landscape architects, lifeguards, clerks, and historians.

To apply for seasonal positions, you must use a special computerized form, a 10-139, Application for Seasonal Employment. Copies of that form, including the list of parks that are hiring for a particular season, are available from the National Park Service's Seasonal Employment Program Office. The Office of Personnel Management regulations require that veterans of the United States armed services may be given preference among applicants.

Seasonal Employment Program
Human Resources Office
National Park Service
P.O. Box 37127, Mail Stop 2225
Washington, DC 20013-7127
Telephone: 202-208-5074
E-mail: seasonal@nps.gov

The Student Career Employment Program (SCEP)

SCEP can bring high school or college students into seasonal employment with the Park Service, usually the summer before their senior year of school. The Park Service has a 120-day window to hire students after they graduate from high school or successfully complete college or university studies in a "related field" (e.g., environmental science, biology, business administration, ecology, anthropology, history). Applicants are required to be citizens of the United States and in good academic standing.

Internships with the National Park Service

Internships are administered at the park level or in various NPS centers and offices. A centralized list of internships is not available. If you are interested in an internship, contact a park directly. If you are interested in an internship dealing with cultural resources, such as history, archaeology, or historic architecture, please contact the National Council for Preservation Education.

The ten-week Cultural Resources Diversity Internship Program was inaugurated in 1999 to introduce young people to the field of historic preservation and cultural resources. The program is part of an overall effort to diversify the cultural resources professions (e.g., history, architecture, archaeology, museum studies, conservation law, and related fields). The internships also give the National Park Service offices and partnership organizations an opportunity to meet promising young people who might choose to work in these fields.

How to Fill Out an NPS Application

Because the National Park Service is an agency of the federal government, job applications must follow a particular format. The forms often can run two or three pages. For the uninitiated, filling out such forms can be a daunting task.

NPS job announcements follow the federal job listings format. That means they should have the same information listed in the same place in the same manner. Here's a quick guide to interpreting an announcement.

Hard copies of job announcements are usually printed on regular 8"x 11" paper. The heading or beginning of a typical job listing might look something like this:

Outdoor Recreation Planner
GS50023-09/12
PGCO-DD-22 Dev
Interior, NPS
Los Angeles, CA

This announcement is advertising a vacancy for an "Outdoor Recreation Planner." The position is a GS5 (GS—general schedule—refers to the employment hierarchy or rank of a position and will give you a clue to the likely salary and educational requirements). "Los Angeles, CA" is the job location. The job listing might then be followed by a few paragraphs describing the "knowledge, skills, and abilities" (KSAs) required. Federal vacancy announcements should also say whether the position is full-time or part-time, how many such positions are available, and the deadline for submitting an application.

Because of the high volume of applications received by the Park Service, the agency will not return incomplete applications or inform the applicant of any gaps in the paperwork. Submit a complete application and follow up with the human resources officer of the park.

If you are turned down, try again at a later date. Call the park and ask the human resources officer to review your application with you. Most human resources officers are happy to perform this service. Ask about what might have been viewed as deficiencies in your resume or background, then ask what you can do to improve your chances the next time around.

If you still have unanswered questions about this process, contact the

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Equal Employment Opportunity office in your region and ask for help. You can also contact someone at the Office of Personnel Management for help in completing the application.

Volunteering for Your National Park Service

The primary purpose of the NPS Volunteers In Parks Program (VIP) is to provide a vehicle through which the National Park Service can accept and use voluntary help and services. Volunteers are accepted from the public without regard to race, creed, religion, age, sex, sexual orientation, national origin, or disability. To find out more about volunteer opportunities, contact:

Servicewide VIP Program Manager
The National Park Service
1849 C Street, N.W.
Washington, DC 20242
Telephone: 202-565-1050
www.nps.gov/volunteer/index.html

APPENDIX 3

Doing Business with the National Park Service

More than 250 million visitors use the national parks each year, making a significant contribution to the economy. Most of the benefit comes from food, lodging, and travel expenditures. But the Park Service also spends money to operate the 379 areas within the park system. NPS spends about $200 million annually for goods and services acquired under contract. More than 90 percent of these dollars goes to small businesses. The majority of the procurement dollars are spent in the area of construction. The remainder is spent for automated data-processing hardware, software, and services; maintenance services; professional services (including architect and engineer services); heavy equipment, and various other supply items.

To find out about potential procurements and business opportunities, check Commerce Business Daily (CBD), a synopsis of government proposed acquisitions and contracts. Proposed procurements in excess of $25,000 are advertised in the CBD, which is available by writing:

U.S. Department of Commerce
Commerce Business Daily Section
Office of Field Operations
P.O. Box 5999
Chicago, IL 60680

Or try:
www.nps.gov/legacy/business.html

Also, you may submit a Standard Form 129, Bidders Mailing List Application, and ask to be placed on the Bidders Mailing List. You will then receive solicitations for the goods or services that you propose to provide.

Each contracting activity is governed by the Federal Acquisition Regulations and the Department of the Interior Acquisition Regulations (Title 48, Code of Federal Regulation), the Federal Property Management Regulations (Title 41, Code of Federal Regulation), the Federal Information Resources Management Regulations (Title 41, Code of Federal Regulation), and various other agency regulations. These govern procurement planning and requirements analysis, required sources of supply, equipment replacement (use) standards, solicitation procedures, evaluations and award processes, contract administration and close out procedures, etc.

Copies of these regulations may be purchased through the Superintendent of Documents, U.S. Government Printing Office. In addition, you may get information, counseling, and assistance from the Director of Business Services, GSA. Please see the appendix for the 12 GSA mailing addresses.

Business and Economic Development Program

The Office of Business and Economic Development provides counseling and advice to small, disadvantaged, women- and minority-owned businesses on contracting opportunities within NPS. This office is also responsible for assisting the major procurement activities in an effort to increase contracting opportunities for such busi-

nesses. This applies to direct contracting and subcontracting opportunities as well as the Small Business Administration's Section 8(a) Program.

If you believe the Park Service's requirements can be fulfilled by your company's products or services, please write to the Business Utilization and Development Specialist at the appropriate procurement office address, or write to:

U.S. Department of the Interior
National Park Service
Business and Economic
Development Office
P.O. Box 37127
Washington, DC 20013-7127

Concession Services
Within the parks, private businesses provide accommodations and other services for visitors under concession contracts. Because these concessionaires are private, they are free to select their supply sources without regard to Federal Acquisition Regulations. For information on marketing products or services to concessionaires, contact:

Rex G. Maughan
Chairman
Conference of National Park
Concessionaires
P.O. Box 29041
Phoenix, AZ 85038

Professional Services-Architectural and Engineering
Architectural and engineering work is contracted by NPS Denver Service Center. For consideration, send SF-254 and brochures to:

Business Utilization and
Development Specialist
Denver Service Center
National Park Service
12795 West Alameda Parkway
Post Office Box 25287
Denver, CO 80225

Interpretive Devices and Exhibits
Interpretive films, museum exhibits, audio-visual arts, and other forms of NPS visitor information products are developed or procured by:
Attention: Contracting Officer
Harpers Ferry Center
National Park Service
Harpers Ferry, WV 25425

Physical Improvements
NPS is a regular user of general contract work, which is awarded on a competitive basis. Federal Acquisition Regulations apply. Write to the regional office listed in Appendix 6 for information according to the area of competition.

Clothing and Uniforms
A number of NPS employees are required to wear uniforms. These purchases are made under a single agency-wide contract. This contract is bid out about every five years.

National Recreation and Park Association
Products may be exhibited before park and recreation officials during the conventions held by the National Recreation and Park Association. Write to this organization in care of:
Convention Manager
22377 Belmont Ridge Road
Ashburn, VA 20148

Lisa Duff at Cumberland Island.

APPENDIX 4

About NPS and NPCA

The National Park Service was founded in 1916 as an agency in the Department of the Interior. Although Congress had mandated the creation of "national parklands" as early as March 1, 1872, with the establishment of Yellowstone National Park, the creation of the Park Service was the first effort to develop a single agency that would govern the use and protection of a National Park System. The Organic Act, the founding charter of the Park Service, states that: "The[Park] Service thus established shall promote and regulate the use of Federal areas known as national parks, monuments and reservation...by such means as will leave them unimpaired for the enjoyment of future generations."

Today, the National Park System of the United States includes 379 units and covers more than 83 million acres in 49 states, the District of Columbia, American Samoa, Guam, Puerto Rico, Saipan, and the Virgin Islands.

Rock Creek Park in Washington, D.C.

The National Parks Conservation Association

NPCA is America's only private nonprofit, national advocacy organization dedicated solely to protecting, preserving, and enhancing the National Park System. NPCA was founded in 1919 by a coalition of passionate conservationists, environmentalists, scientists, scholars, and outdoor enthusiasts. NPCA has been advocating for and defending the national parks for almost as long as the Park Service has been developing and maintaining park sites. Today, NPCA has more than 450,000 members. NPCA was born from the concern that unscrupulous or ill-informed persons might seek to use or develop national parklands in ways detrimental to their health and well-being. As a private group, NPCA has lobbied or litigated on behalf of the parks in a manner unavailable to the Park Service. The association serves as both a watchdog of the Park Service and an advocate for the agency, with the ultimate goal being the preservation of parklands and cultural resources for generations to come.

APPENDIX 5

Template for a Foundation Proposal

Program and Proposal Outline

This is the recommended template to use when drafting a proposal for a foundation. When you can adequately and accurately provide all of the information in this outline, you are ready to approach funders for financial support. This template can also be used to clarify small committee work plans and craft programmatic descriptions of your partnership for new member recruitment and media outreach.

1. **Introduction** – An effective introduction that presents a compelling problem or situation, states the purpose and outcomes of the project in straightforward terms, and presents a request to the funder.

2. **Background, context, and need** – Provide enough background and context to establish the need for your program or project. "Historically, urban communities in south Florida have been prevented from visiting national parks in that area because of an absence of affordable transportation options." It is important to establish evidence of the need for the project early in your proposal. Also state why your partnership is uniquely qualified to tackle the issue. In one page or less, be sure to discuss:
   - The origins and history of the problem.
   - The current need.
   - What the future holds.
   - Why you are uniquely qualified to deal with the issue.
   - Your professional, private, and volunteer track record on the issue or on similar efforts.
   - Accomplishments to date.

3. **Goals** – Goals are the tangible results or outcomes of your work, e.g., new programs created, visitor diversity increased by 8 percent, booklet published. Your goals should be explained in a single paragraph supported by bullet points.

4. **Work plans and actions** – What you will do to achieve your goals, e.g., hosting a number of community forums to discuss park advocacy and enhancing cultural diversity in the Park Service, establishing a Park Ranger/student mentoring program. Work plans should include timelines with benchmarks so that it is easy for funders and members of your partnership to track your progress. The easiest way to accomplish this is to break down individual work plans into smaller steps or intervals. For instance, if your partnership is publishing a booklet in December, interim steps (or benchmarks) might include hiring a writer by March, meeting with community members for input by April, incorporating reviewers' comments into the draft by July, finishing the layout by September, and sending the draft to the printer by mid-October.

5. **Project evaluation** – Foundations want to know how success will be measured. Be certain to establish criteria for assessing both short-term and long-term accomplishments. As with the goals section, your project evaluation can be a single paragraph supported by bullet points.

6. **Partners and staff** – In all likelihood, your partnership will be composed of representatives from other organizations and agencies. Keep up-to-date bios on these people and include background about these affiliations in your proposal. Funders will be keen to know with whom you are working. If you are working with NPCA staff, a few sentences about the organization and staff qualifications also should be included.

7. **Budget** – Your budget should be easy to read and clearly match up with proposed activities. Do not submit one lump sum as your budget. Foundations generally prefer to receive a budget that lists personnel and nonpersonnel expenses separately. A sample budget might look like this:

Budget for San Francisco Community Partners - FY 2001

Staff	
Program Coordinator $200 per month for 12 months	$2,400
NPCA staff @ 15% time	$4,000
Program intern	$1,200
Section Total	$7,600
Nonpersonnel Expenses	
Travel and Housing for Community Partners Training Conference July 4-8, 2000 in Washington, DC	$2,500
Airfare from SF to DC $500 per person for 5 people.	$2,500
Housing @ $79 a night for 4 nights for 5 people	$1,580
Meals	$600
Section Total	$7,180
Total for Youth Summit	$14,780
Other	
Telephone and fax: $100 per month for 12 months	$1,200
Printing and photocopying: $100 per month for 12 months	$1,200
Supplies: $35 a month for 12 months	$420
Postage: $50 a month for 12 months	$600
Overall Total	$18,200

Remember, a line item budget provides reluctant funders with a greater opportunity to support some portion of your program. For instance, with the above budget, a foundation unwilling to support the cost of maintaining an office might fully support the development of a youth summit for $14,780.

APPENDIX 6

NPS Regional Offices

Alaska Region
National Park Service
2525 Gambell Street
Anchorage, AK 99503-2892
907-257-2690

Intermountain Region
National Park Service
P.O. Box 25287
Denver, CO 80225-0287
303-969-2503

Midwest Region
National Park Service
1709 Jackson Street
Omaha, NE 68102-2571
402-221-3431

National Capital Region
National Park Service
1100 Ohio Drive, SW
Washington, DC 20242-0001
202-619-7222

Northeast Region
National Park Service
200 Chestnut Street
Philadelphia, PA 19106-2818
215-597-7013

Pacific West Region
National Park Service
600 Harrison Street, Suite 600
San Francisco, CA 94107-1372
415-427-1309

Southeast Region
National Park Service
1924 Building
100 Alabama Street, SW
Atlanta, GA 30303
404-562-3100

GSA Regional Offices

7th & D Streets, SW
Washington, DC 20407

Thomas P. O'Neill
Federal Building
10 Causeway Street, Room 290
Boston, MA 02222

The Wannamaker Building
100 Penn Square East, Room 808
Philadelphia, PA 19107

Jacob K. Javits Federal Building
26 Federal Plaza
New York, NY 10278

Denver Federal Center
P.O. Box 25006, B41 Room 141
Denver, CO 80225-0006

300 North Los Angeles Street
Los Angeles, CA 90012-2000

525 Market Street
San Francisco, CA 94105

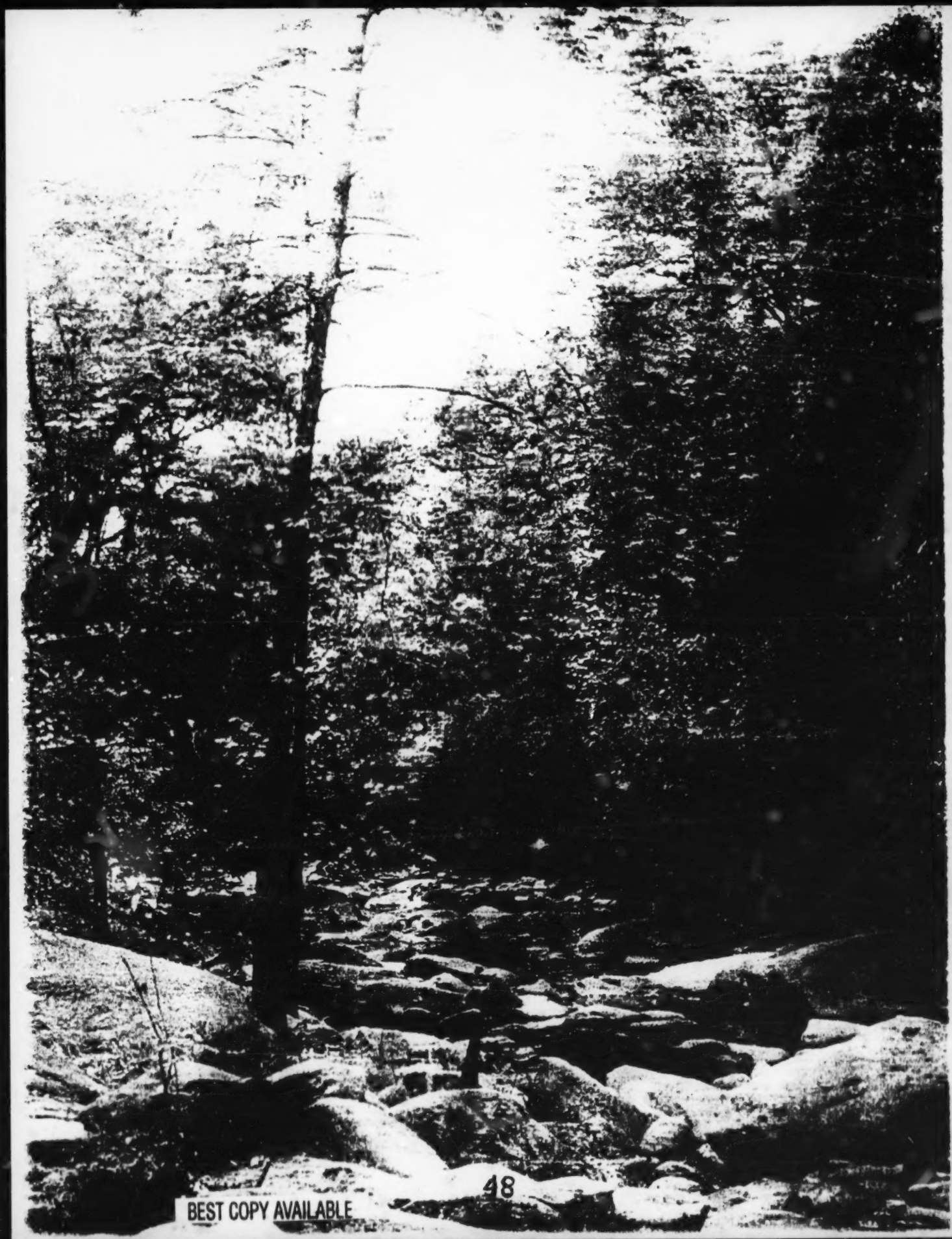
Room 2413
15th and C Streets, SW
Auburn, WA 98001

401 West Peachtree St., Room 2900
Atlanta, GA 30303

200 South Dearborn Street
Chicago, IL 60604

1500 East Bannister Road
Kansas City, MO 64131

819 Taylor Street
Fort Worth, TX 76102



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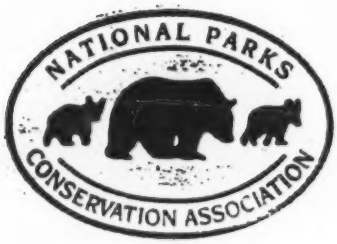

Protecting Parks for Future Generations

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